



**JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**SCHOOL OF BUSINESS & ECONOMICS**  
**UNIVERSITY EXAMINATION FOR THE DEGREE OF MASTER OF BUSINESS**  
**ADMINISTRATION**  
**I<sup>ST</sup> YEAR 1<sup>ST</sup> SEMESTER 2018/2019 ACADEMIC YEAR**  
**MAIN CAMPUS**

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**COURSE CODE: MBA 804**

**COURSE TITLE: ORGANIZATION THEORY AND BEHAVIOUR**

**EXAM VENUE:**

**STREAM:**

**DATE:**

**EXAM SESSION:**

**TIME: 2 HOURS**

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**INSTRUCTIONS:**

- 1. Answer ANY 3 questions**
- 2. Candidates are advised not to write on the question paper.**
- 3. Candidates must hand in their answer booklets to the invigilator while in the examination room.**

### **QUESTION ONE (20 MARKS)**

*Read the following case carefully and answer the questions that follow.*

Mr John has been appointed as a leader in charge of a newly founded research and development department. As a new head of department, he is required to lead a team of 30 new employees towards achieving the strategic goals of the department and the organization at large.

- a) With reference to the case discuss and justify the leadership styles that John will adopt in steering his team towards achievement of the set goals (5 marks)
- b) Discuss how John will apply the principles of Tuckman Model of group development in establishing a cohesive and high performing group (10 marks)
- c) Explain five likely sources of conflicts that are likely to occur in the above case (5marks)

### **QUESTION TWO (20 MARKS)**

Perception is an important concept in the study of management and organizational behavior.

- a) Discuss why managers should understand the concept of perception in the workplace.
- b) Explain the main distortions or errors in interpersonal perception, Support your answer with practical examples (10marks)

### **QUESTION THREE (20 MARKS)**

- a) Change is inevitable in any business organization because of dynamic business environment. Discuss this statement using practical examples (10 marks)
- b) Explain reasons why employees resist change (10 marks)

### **QUESTION FOUR (30 MARKS)**

Leaders are born and made. Discuss this statement using practical examples in the Kenyan context (20marks)

### **QUESTION FIVE (20 MARKS)**

As a team leader in ABZ company you have realized that there are some teams in the company that are performing very well while other teams are performing dimally.

- a) Explain the factors that contribute in making teams to operate effectively (10 marks)

- b) Identify and explain strategies that can be adopted to build successful teams  
(10 marks)

**QUESTION SIX (20 MARKS)**

- a) Organization development is concerned with attempts to improve the overall performance and effectiveness of an organization. Explain the importance of organization development to a modern business enterprise  
(10marks)
- b) Explain the five techniques used to collect data during an organization development process  
(10marks)