



JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY
SCHOOL OF BUSINESS & ECONOMICS
UNIVERSITY EXAMINATION FOR THE MASTER OF BUSINESS
ADMINISTRATION
1st YEAR 1st SEMESTER 2018/2019 ACADEMIC YEAR
MAIN/KISUMU CAMPUS

COURSE CODE: MBA 806

COURSE TITLE: ORGANIZATIONAL BEHAVIOUR

EXAM VENUE:

DATE:

EXAM SESSION:

DURATION: 2 HOURS

INSTRUCTIONS

1. Answer FOUR questions
2. Show all your workings.
3. Candidates are advised not to write on the question paper

QUESTION ONE (15 MARKS)

- a) Explain the contribution of the following one theories to the study of organizations
 - i. Neo-classical theory of organization
 - ii. Systems view of organization theory **(10 marks)**
- B) Discuss, with examples, the purposes served by communication in organizations. **(5 marks)**

QUESTION TWO (15 MARKS)

- a) Identify and discuss at least five types of circumstances that may give rise to political behaviours in organizations. **(10 marks)**
- b) Citing examples, where appropriate, discuss the ways by which change can be effectively introduced in an organization. **(5 marks)**

QUESTION THREE (15 MARKS)

- a) Discuss the administrative view of organizational behaviour. **(5 marks)**
- b) Job satisfaction is a dynamic process that should be maintained at all times in every organization. Discuss using relevant examples. **(10 marks)**

QUESTION FOUR (15 MARKS)

- a) Explain why organizations are regarded as social systems. **(5 marks)**
- b) Discuss at least five (5) approaches to improving the efficiency and sustainability of an organisation and managing its performance. Use relevant examples. **(10 marks)**

QUESTION FIVE (15 MARKS)

- a) Explain the concept “mutual interest” as related to organizations. **(5 marks)**
- b) Using appropriate examples discuss the general principles of human relations that are relevant to workers’ productivity. **(10 marks)**

QUESTION SIX (15 MARKS)

- a) Identify and briefly discuss the factors that affect the average attitudes of Kenyans at work. **(5 marks)**
- b) Using relevant examples, describe factors that are involved in motivating employees to be more productive. **(10 marks)**

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SEPTEMBER-DECEMBER 2018

MAIN/KISUMU CAMPUSES

MBA 806: ORGANIZATIONAL BEHAVIOR

COURSE AIM

The course aims at giving an understanding of the intricacies of organizational dynamics and how to tackle case analysis in both private and public enterprises.

COURSE OBJECTIVES

At the end of this course, students should be able to:

- ✓ Define the concept of Organizational Behaviour;
- ✓ Discuss the fundamental Aspects of Organizational Dynamics;
- ✓ Analyse the aspects of Individual Behaviour in Organizations;
- ✓ Discuss the aspects of Groups and Group Dynamics;
- ✓ Analyse Leadership Theories and Leadership Behaviour;
- ✓ Explain Organizational Change and Development; and
- ✓ Analyse the Principles of and Approach to Case Study and Case Analysis.

LECTURE ONE (3 hours)

- ✓ Introduction
- ✓ Overview Of Organizational Behaviour and Organizational Design
- ✓ Nature of Organizational Development
- ✓ Organizational Development: Objective and Process

LECTURE TWO (3 hours)

- ✓ Individual Behaviour And Attitude
- ✓ Personality And Values

LECTURE THREE (3 hours)

- ✓ Learning
- ✓ Perception

LESSON FOUR (3 hours)

- ✓ Communication

LESSON FIVE (3 hours)

- ✓ Group Dynamics
- ✓ Managing Workforce Diversity
- ✓ Work Groups and Decision Making

LESSON SIX (3 hours)

- ✓ Content Theories Of Motivation
- ✓ Process Theories Of Motivation

LESSON SEVEN (3 hours)

- ✓ Leadership

LESSON EIGHT (3 hours)

- ✓ Organizational Structure
- ✓ Structure and Elements of Formal Structure
- ✓ Structural Dimension of an Organisation: Complexity
- ✓ Structural Dimension of Organisation: Formalization and Centralization

LESSON NINE (3 hours)

- ✓ Organizational Culture

LESSON TEN (3 hours)

- ✓ Organizational Conflict & Conflict Management

LESSON ELEVEN (3 hours)

- ✓ Organizational Change And Development
- ✓ Technology and Structure
- ✓ Components of Organizational Design and Management
- ✓ Mutual Impact of Strategy

LESSON TWELVE (3 hours)

- ✓ Concept of Innovation
- ✓ Organizational Growth
- ✓ Method of Organizational Growth

Teaching Methodology

- ✓ Class lectures, presentations and discussions

COURSE TEXT AND JOURNAL

1. Smith, M. (2011) *Fundamentals of Management*. (2nd ed.) New York: McGraw-Hill
2. Mullins, L. J. (2000). *Management and Organizational Behaviour*, 4th Edition, London: Pitman Publishing.
3. Armstrong, M. (1995). *A Handbook on Human Resources Management Practice*. Wilford: Kogan Page Ltd.
4. Steers, R. M. and Porter, L. W. (1991). *Motivation and Work Behaviour*, Fifth Edition, New York: McGraw-Hill.
5. Hill, W. L. and Jones, R. J. (2004). *Strategic Management: An Integrated Approach*, Sixth Edition, New Delhi: Biztantra.
6. Cole, G. A. (1996). *Management: Theory and Practice*. Martins Ltd.
7. Robbins, S. (1987). *Organisation Theory: Structure Design and Application*. U.S.A.: Prentice Hall International Inc.
8. Peretomode, V.F. & Peretomode, O. (2008) *Fundamentals of Management and Organizational Behaviour*. Lagos: O.O.P. Publishers LTD
9. Balogun, J. O. (2002). *Organisational Theory and Management*.

Continuous Assessment Test -----40%

Final Examination-----60%