



**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 2<sup>ND</sup> SEMESTER 2016/2017 ACADEMIC YEAR**  
**MAIN CAMPUS –EVENING CLASSES**

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**COURSE CODE: MBA 804**

**COURSE TITLE: ORGANIZATIONAL BEHAVIOUR**

**EXAM VENUE:**

**STREAM:**

**DATE:**

**EXAM SESSION:**

**TIME: 2 HOURS**

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**INSTRUCTIONS:**

- 1. Answer Question ONE (COMPULSORY) and ANY other 2 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 (Compulsory: 20 marks)

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

Mr John has been working as the personnel manager of Jua kali Clothing Company that manufactured children's clothing's and accessories. Last year, he attended a management development seminar where considerable attention was given to motivation and especially the theories of Maslow and Herzberg. Impressed by Maslow's hierarchy of needs and Herzbergs Hygiene-motivation Theory, he felt that the company could immediately make practical use of them. Since the company's wage and salary levels were among the best in the industry, he was convinced that the company should concentrate on Herzberg's motivators. ,

The executive committee of the company succeeded in starting programs of emphasizing recognition, advancement, greater personal responsibility, achievement and making work more challenging. After the various programs emphasizing these factors had been in operation for number of months, Mr John was puzzled to find that the results were not as he had expected.

Clothing designers appeared to react enthusiastically to the programmes although some felt these were a poor substitute for higher pay. Sales people took the position that they already had

a challenging job, that their sense of achievement was fulfilled by exceeding their sales quotas and that their recognition was in their commission cheques. And all these new programmes were a waste of time with them. Cutters and seamsters, pressers and packagers had mixed feelings. Some responded to the recognition they got from top management; others regarded it as a managerial ploy to get them work harder without an increase in pay. Their union leader; agreeing with the latter group, openly criticized the new motivation techniques. With reactions so variable Mr John came under considerable criticism by the company's top executive who believed that they have been taken in by an overzealous personnel manager. On discussing the problem with the companys management consultant. Mr John was advised that he had taken too simple a view of motivation.

- a) Comment on this case by referring to the process theories of motivation  
**(3 marks)**
- b) Compare and contrast the Maslow's and Herzbergs theories of motivation as they apply to this case  
**(8 marks)**
- c) With reference to the case discuss to what extent, and how, is money an effective motivator  
**(2marks)**
- d) Explain the sources of that are likely to be available to an Mr John as a leader  
**(2marks)**
- e) Explain two likely sources of conflicts that are likely to occur in the above case  
**(2marks)**

## **QUESTION TWO**

- a) Briefly describe the process of perception **(2marks)**
- b) Why is the study of perception important in the study of management and organizational behavior? **(3 marks)**
- c) What factors influence our perception of other people at work? Explain the main distortions or errors in interpersonal perception, Support your answer with practical examples **(15marks)**

## **QUESTION THREE (30 MARKS)**

- a) Organization development is concerned with attempts to improve the overall performance and effectiveness of an organization. Discuss various steps that you would follow as an expert in undertaking organization development program **(10marks)**
- b) Explain factors necessary for effective communication **(5 marks)**
- a) Explain five reasons why employees resist change **(5 marks)**

**QUESTION FOUR (30 MARKS)**

- a) Discuss the organization as an open system  
**(5marks)**
  
- b) Organization Behavior represents interaction among individuals, groups, and the organization as a whole. Discuss using practical examples  
**(10marks)**
  
- c) Explain the factors responsible for the failure of some teams to operate effectively and identify things that can be done to build successful teams  
**(5marks)**



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**COURSE OUTLINE**  
**MBA 804: ORGANIZATIONAL BEHAVIOUR**

**CONTENTS**

**1) Introduction**

- Definition of organization behavior
- Fundamentals of organization behavior in organizations
- Multidisciplinary nature organization behavior
- Role of management functions
- Psychological and sociological bases of individual behavior in organizations.

**2) Individual behavior**

- Perception
- Values
- Attitudes
- Learning

**3) Group behavior in organizations**

- Types of groups
- Stages in group development
- Group cohesiveness
- Teams vs groups
- Teams and organization performance

**4) Leadership**

- Theories of leadership
- Styles of leadership
- Power and authority
- Leadership and organizational effectiveness

**5) Motivation**

- Importance of motivation
- Theories of motivations
- Factors influencing employee motivation
- Motivation and organization effectiveness

**6) Conflicts Management**

- Levels /types of conflict
- Causes of conflicts
- Strategies for mitigating conflicts
- Effects of conflict on organization performance

**7) Stress Management**

- Causes of stress
- Strategies for managing stress
- Effect of stress on individual and group performance
- Effects of stress on organization performance

**8) Communication**

- Functions of communication
- Communication process
- Factors influencing communication
- Forms of communications

**9) Organization structure and design**

- Importance of organization structure
- Types of organization structures and its effects on organization effectiveness
- Effects of poor structural design
- Organization structure and organization performance

**10) Organization change**

- Nature of nature
- Forces of change
- Resistance to change
- Overcoming resistance to change
- Planned change (OD)
- Change and organization performance
- Theories of change

**COURSE EVALUATION**

1) Assignments/ Case studies	20%
2) Mid semester test	20%
3) End of semester exam	60%

**REFERENCES**

- 1) Journal articles
- 2) Hunt, J.G., Richard, N. and Schermerhon, J. R. (1992). Managing Organizational Behaviour. (4<sup>th</sup> ed)John wiley and Sons , Inc New York.
- 3) Peter Drucker, "the organisation of Behaviour, Richards 1998.

Richard M., "Management Theory, Process and Practice", Academic press, New York, 1993

- 4) . John B. Miner,"Theories of Organisational structure and Process", Hinsdale; The Dryden Press
- 5) Fred E. Fielder,"A Theory of Leadership effectiveness", New York; McGraw Hill
- 6) Book Company
- 7) Cole G.A. Organization behavior

