



TECHNICAL UNIVERSITY OF MOMBASA
Faculty of Business & Social Studies

DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR
MASTER OF BUSINESS ADMINISTRATION

BMG 4301: ORGANIZATIONAL BEHAVIOUR

END OF SEMESTER EXAMINATIONS

SERIES: APRIL 2015

TIME: 3 HOURS

INSTRUCTIONS:

- Answer question **ONE (Compulsory)** and any other **THREE** questions
- Do not write on the question paper.

This paper consists of Two printed pages

QUESTION 1 (Compulsory)

- a) Describe **FOUR** organizational processes that contribute to effective organizational performance. **(12 marks)**
- b) Describe the factors that influence group cohesiveness. **(4 marks)**
- c) Discuss the importance of business policies. **(4 marks)**
- d) High-performance organizations are simultaneously effective and efficient. Explain this statement. **(5 marks)**

QUESTION 2

- a) Discuss how the internal organizational of a productive system copes with the complexities of the external environment system in seeking to attain the organization's preferred state. **(15 marks)**
- b) Describe the basic components of an organization structure. **(10 marks)**

QUESTION 3

- a) Discuss how personality influences organizational behaviour. **(15 marks)**
- b) Understanding what motivates employees is central to their performance. Drawing upon Abraham Maslow's hierarchy of need theory, explain why Douglas McGregor's Theory X assumptions do not lead to effective management in modern organizations. **(10 marks)**

QUESTION 4

- a) Different types of leadership styles exist in work environments. The culture and goals of an organization determine which leadership style fits the firm best. Discuss the various types of leadership styles. **(10 marks)**
- b) Discuss how power is acquired in organizations. **(15 marks)**

QUESTION 5

- a) Discuss the advantages and limitations of the rational decision-making model. **(10 marks)**
- b) Discuss the criteria of achieving organizational effectiveness in the context of Kenyan organizations. **(15 marks)**

QUESTION 6

- a) Describe **FIVE** types of communication and state their influence on organizational performance. **(15 marks)**
- b) Describe the benefits of enriching jobs. **(8 marks)**