



## TECHNICAL UNIVERSITY OF MOMBASA

---

DEPARTMENT OF BUSINESS ADMINISTRATION

**UNIVERSITY EXAMINATION FOR:**

DIPLOMA IN HUMAN RESOURCE MANAGEMENT /DIPLOMA IN BUSINESS  
MANAGEMENT /DIPLOMA IN BUSINESS ADMINISTRATION

**BMG 2206: ORGANIZATION THEORY AND BEHAVIOUR**

**END OF SEMESTER EXAMINATION**

**SERIES:** APRIL 2022

**TIME:** 2HOURS

**DATE:** Pick Date APRIL 2022

**Instructions to Candidates**

You should have the following for this examination

*-Answer Booklet, examination pass and student ID*

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS.**

**Do not write on the question paper.**

**Question ONE**

- (a) Explain four internal features of organizational behavior (10marks).
- (b) Using five examples distinguish between formal and informal organization (10 marks)
- (c) Organizations are facing different challenges in today's environment. Discuss five such challenges (10marks)

**Question TWO**

- (a) Explain five disadvantages of virtual organizations (10 marks)
- (b) Explain FIVE factors that influence the designing an organization structure (10 marks)

**Question THREE**

- (a) Explain five consequences of poor time management by employees (10 marks)
- (b) Motivated employees are effective and efficient. Discuss this statement using five example (10 marks)

**Question FOUR**

(a) One of the major factors that enhances group performance is “how people form in group”.

Explain the four group formation stages (10 marks).

(b) The success or failure of a group depends upon so many factors. Explain five of these factors (10 marks)

### **Question FIVE**

(a) Describe five functions of organization culture and their benefits to the organization (10 marks)

(b) Write short notes on four principles of management (10 marks).

## MARKING SCHEME PAPER A

### BMG 2206: ORGANIZATION THEORY AND BEHAVIOUR

#### Question one

(a) **internal features (scope) of organizational behavior.**  
People, environment, structure, technology (any 5@2mks=10mks).

(b) **distinguish between formal and informal organization**

Origin, Purpose, Size, Nature of groups, Authority, No. of groups, Behavior of members, Communication, Abolition: Leadership, Status (any 5@2=10mks).

© **Organizations are facing different challenges in today's environment.** Discuss five such challenges -technology, diverse workforce, multiple stakeholders, responsiveness, rapid changes and globalization (any 5@2=10mks).

#### **Question Two**

(a) **Disadvantages of virtual organizations**

No physical contact or communication, thus, lacks team integrity, Difficult to restrict information sharing as your locations are different, You have to spread resources across various locations and time zones, Resources require training for virtual interaction, Different time zones cause delayed responses (any 5@2mks=10mks)

(b) **Key Elements of Organizational Structures**

job design, departmentation, delegation, span of control and chain of command, centralization  
5@2mks=10mks.

#### **Question Three**

(a) **improper time management**

-poor punctuality, rushing, impatience, poorly defined goals, procrastination, lack of energy, stress, indecisiveness. 5@2mks=10mks.

(b)**Purpose of motivation**

Lead to profitable operation, High level of productivity, Best remedy for resistance to change, Effective use of human resources, Satisfaction of employees, Minimize disputes and strikes, Basis of coordination, Stability of workforce, Minimizes supervision cost

Achievement of organization goals (any 5@2mks=10mks)

#### **Question Four**

**(a) Group formation stages**

Storming, Norming, Performing, Adjourning (any 4@2 1/2=10mks)

**(b) Determinants of group success or failure**

**Group member resources, structure (group size, group roles, group norms, and group cohesiveness), group processes (the communication, group decision making processes, power dynamics, conflicting interactions, etc.) and group tasks (complexity and interdependence).**

#### **Question Five**

**(a) Five functions of organization culture**

-guides interactions, promotes healthy competition, creates brand image, unites employees, gets the best from each employee (any 5@2mks=10mks)

**(b) Discuss four principles of scientific management**

- Using scientific methods to determine and standardize the one best way of doing a job
- A clear division of tasks and responsibilities
- High pay for high-performing employees
- A hierarchy of authority and strict surveillance of employees (any 4@2 1/2mks=10mks)