



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:

BACHELOR OF BUSINESS AND INFORMATION TECHNOLOGY

BACHELOR OF BUSINESS AND OFFICE MANAGEMENT

BHR 4310: ORGANIZATION THEORY AND PRACTICE

ORDINARY EXAMINATION

SERIES: DECEMBER 2024

TIME: 2 HOURS

DATE: Pick Date Dec 2024

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

Question ONE (CASE STUDY)

HUMAN RELATIONS IN THE OFFICE

In the personnel office of the East African Industries Company, two girls, Mary and Edna, disliked each other. This fact was known to the personnel manager, who had observed that the girls quarreled upon occasion. Although this lack of harmony in the office disturbed the personnel manager, he did not consider the situation serious enough to warrant anything more than a word of caution to the girls now and then.

However, as time went on the situation became worse. Quarrels became more and more frequent. Each girl tried to hinder the other in her work. They openly refused to cooperate with each other and began to lose a great deal of time by going out of their way to interfere with each other's work.

On one day, while the personnel manager was sitting quietly at work, Mary rushed into his office, burst into tears, and exclaimed that she could no longer continue to work unless Edna was transferred or discharged.

- a) If you were the manager, what would you do, and why? (10 marks)
- b) What do you think could have been done to prevent this situation from happening? (10 marks)
- c) Explain why this situation happens as we interact with other persons. (10 marks)

Question TWO

- a) Management is defined as the process of mobilizing human and non-human resources to achieve organizational goals. What are the five functions that managers undertake in the process of mobilizing such resources and what does each one of them entail? (10 marks)
- b) State and explain five external environmental influences on an organization's operations. (10 marks)

Question THREE

- a) Contributing to the subject of motivation, Abraham Maslow came up with the 'hierarchy of human needs' concept. Mention the five levels of individual need deficiencies and discuss the kind of needs prevalent at each level. (10 marks)
- b) Identify and discuss another theory on motivation and how it is different from Maslow's. (10 marks)

Question FOUR

- a) Every problem requires decisions but not all decisions require problem-solving. Discuss. (10 marks)
- b) An organizational structure is one of the instruments of administration. What is the usefulness of an organizational structure? (10 marks)

Question FIVE

- a) What are the advantages of group decision-making as opposed to individual decision-making? (10 marks)
- b) List and explain five advantages of having an organizational structure. (10 marks)