



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:
BACHELOR OF BUSINESS ADMINISTRATION
BACHELOR OF COMMERCE
BACHELOR OF SUPPLY CHAIN MANAGEMENT
BHR 4310: ORGANIZATIONAL THEORY AND BEHAVIOUR
END OF SEMESTER EXAMINATION

SERIES: APRIL 2025

TIME: 2 HOURS

DATE: 28 Apr 2025

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

- a) Organizations are productive entities, coalitions of interest groups and change agents. Describe the features of an organization. (10 marks)
- b) Describe the principal reasons for emergence of informal groups in any organization. (10 marks)
- c) The Human Relations Theory was based on a basic philosophy. Discuss. (10 marks)

Question TWO

- a) A formal and an informal organization would be distinguished in various ways. Distinguish between the two. (12 marks)
- b) Mr. Toti is usually referred to by his subordinates as the Theory X Manager. Describe the reasons that may have led the workers to refer to Mr Toti as such. (8 marks)

Question THREE

- a) Many organizations have benefitted from the contributions of the Quantitative Management Theory. Describe those contributions to modern-day management. (10 marks)
- b) Organization behavior is the study of the behavior of people in organizations. Elucidate the features of organization behavior. (10 marks)

Question FOUR

- a) The organization is a group and there are groups in every organization. Describe the process of the formation of groups in any organization. (10 marks)
- b) Discuss the contributions of Fredrick Taylor's theory to modern day management of organizations. (10 marks)

Question FIVE

- a) Every organization possesses an organizational culture. Describe the features of an organizational culture. (10 marks)
- b) One of the types of organizational structures is the project organization structure. Describe the project organizational structure and elucidate the merits of having this type of structure. (10 marks)