



MUEO
MOI UNIVERSITY
OFFICE OF THE CHIEF ACADEMIC OFFICER

UNIVERSITY EXAMINATIONS
2009/2010 ACADEMIC YEAR
THIRD YEAR SECOND SEMESTER EXAMINATIONS

FOR THE DEGREE OF
BACHELOR OF BUSINESS MANAGEMENT

COURSE CODE: BBM 360

**COURSE TITLE: ORGANISATIONAL THEORY AND
BEHAVIOUR**

DATE: 29TH APRIL, 2010

TIME: 2.00-5.00P.M.

INSTRUCTIONS TO CANDIDATES

- **SEE INSIDE**

BBM 360: ORGANIZATIONAL THEORY AND BEHAVIOUR

Instructions

Answer All questions

Question One (40marks)

Read the following case study carefully then answer the questions that follow.

The personal assistant to the commercial director of a large manufacturing group is at present looking into the costing systems of the metal furniture division employing some 500 people, 30 of whom are in the general offices at the works. The division manufactures metal furniture in the Home countries for industrial and business use, selling catalogue lines from stock mainly to retailers. The works takes in raw material and parts at the receiving bay, then machines batches of components, assembles, finishes and dispatches orders to customers in the firm's transport or by carrier from the warehouse at the other end of the works.

The office manager is responsible for all the clerical and commercial functions except the sales and general ledgers which are kept at Head office. The sales manager is at the Nairobi showrooms, but all customers' orders are handled by office staff at the works. One afternoon, the secretary to the commercial directors personal assistant comes into the office and says that her friend Njeri is in tears. Mr. Kamau, the personal assistant, protests that it is not his concern but is persuaded to listen. In due course he discovers that Njeri is the senior computer operator in the general office and that she is upset because she is worried about her work.

Mr. Koech, the senior cost clerk, complains that the period overhead rates have not been calculated: Mr. Otieno says his jobs should have been done first; Mr. I Wekesa insists that the bonus figures and tax computations for the wages which are due for payment the very next day must be ready by lunchtime. The buyers want the batches of incoming invoices checked; the sales statistics clerk is looking for percentages and cumulative figures. Njeri does not really get on with most of the other staff in the general office, who resent the fact that she is paid more. Mr. Ali, the office manager, does not seem to notice that she exists and his secretary, who has been around longer than anyone else, orders Njeri and everyone else about.

Mr. Kamau, trying to be tactful, has a quiet word with Mr. Ali says that Mr. Kamau is quite right to come to him about the matter. He is also always ready to make his 30 years' experience available to 'you smart young people'. He adds that he is sure there is nothing for Mr. Kamau to worry about – all his staff report directly to him and he would not have it any other way. He will, however, have a word with Bett, his chief clerk, and ask him to keep an eye on her. Bett is rather busy with a small buying problem, and with balancing the wages, and one or two other things at the moment – but he will tell him about the girl. Still a trifle concerned, Mr. Kamau has a word with the local personnel assistant, who reminds him that the division's personnel department deals only with shopfloor people. On his next visit to Head Office, he has a look in the office staff files, but can find no

sign that job descriptions or charts of an organization were ever compiled for the office staff at the division.

Questions

- (a) Discuss fully the extend of employee relationship in the metal furniture Division
(10 marks)
- (b) As a manager draw an organization structure that will make the metal furniture division efficient.
(10 marks)
- (c) As the human resource manager of the organization, make recommendation to the office manager on how to solve the problem of employee relationship in the general office.
(10 marks)
- (d) What action would you propose should be taken by the management in this division to encourage team work?
(10 marks)

Question Two

- a) In understanding the complex nature of organization and organization behaviour Morgan identified eight different metaphors of viewing the organization. Explain how you can apply these metaphors to an understanding of your own organization. (10mks)
- b) (i) Explain what is meant by “ psychological contract’ (4mks)
(ii) List the personal expectation you have of your own organization (3mks)
(iii) What do you believe to be the expectations of the organization (3mks)

Question Three

- a) What is a group? Explain the importance of group values and norms, and give practical examples from within your own organization. (5mks)
- (b) (i) Explain what is meant by leadership style. (4mks)
(ii) What are the major dimensions of leadership behaviour? (3mks)
- (c) (i) Explain the systems view of organizational goals and objectives (4mks)
(ii) Explain how the goals of an organization may change over time. (4mks)

Question Four

- (a) (i) Explain what you understand by the term ‘management’ (5mks)
(ii) Distinguish management from administration and from supervision. (5mks)
- (b) (i) What are the qualities of an effective delegator? (3mks)
(ii) What is meant by the art of delegation? (3mks)
- (c) Using your own examples, explain the characteristics features of a good control system. (4mks)