



MASENO UNIVERSITY

UNIVERSITY EXAMINATIONS 2012/2013

FIRST YEAR SECOND SEMESTER EXAMINATIONS FOR THE DIPLOMA IN BUSINESS ADMINISTRATION (CITY CAMPUS)

ADB 0101: ORGANIZATIONAL BEHAVIOUR

Date: 17th July, 2013

Time: 2.00 – 4.00 p.m.

INSTRUCTIONS:

- ◆ Answer Question ONE and any other TWO questions.
- ◆ Question one carries 30 marks and the rest 20 marks each.

QUESTION ONE (COMPULSORY)

- a) Define the following concepts as used in Organizational Behaviour
- i. Perception (2 marks)
 - ii. Attitude (2 marks)
 - iii. Values (2 marks)
 - iv. Cognitive Approach (2 marks)
 - v. Reinforcement Approach (2 marks)
- b) Explain the importance of organizational behaviour
- c)
- i. Explain three stages of planned organizational change process (6 marks)
 - ii. Give four reasons why people in an organization resist change (4 marks)

QUESTION TWO

- a) With clear examples, distinguish organizational structure from organizational design (4 marks)
- b) Explain how the following factors influence an organizational structure
- i. Organizational Size (2 marks)
 - ii. Technology (2 marks)
 - iii. Environment (2 marks)
- c) Describe the methods of managing stress at work place (10 marks)

QUESTION THREE

- a) Describe DOUGLAS McGregor's Theory X and Theory Y (10 marks)
- b) Discuss five leadership styles (10 marks)

QUESTION FOUR

- a) Define the following:
 - i. Organizational learning
 - ii. Organizational reengineering
 - iii. Knowledge Management (6 marks)
- b) Highlight the factors of effective leadership that a manager needs to adopt to influence organizational performance (6 marks)
- c) Explain four ways that managers adopt to legitimizing their use of power in an organization (8 marks)

QUESTION FIVE

- a) Explain the characteristics of effective groups (10 marks)
- b) Describe communication and its functions (10 marks)