

**MASINDE MULIRO UNIVERSITY OF**

**SCIENCE AND TECHNOLOGY**

**(MMUST)**

**UNIVERSITY SPECIAL/SUPPLEMENTARY EXAMINATIONS**

**2018/2019 ACADEMIC YEAR**

**SECOND YEAR FIRST SEMESTER EXAMINATIONS**

**FOR DEGREE**

**OF**

**BACHELOR OF COMMERCE**

**COURSE CODE: BCB 210**

**COURSE TITLE: ORGANIZATIONAL THEORY AND BEHAVIOR**

**DATE: Wednesday, 25/9/2019 TIME: 3:00PM-5:00PM**

**Instructions:**

* **Answer question One (Compulsory) and any two others**
* **Question ONE attracts 30marks**
* **All other question attract equal marks**

**TIME 2 HOURS**

**MMUST observes ZERO tolerance to examination cheating**

* **This paper consists of 3 printed pages Please turn over**

**QUESTION 1 COMPULSORY (30 MARKS)**

**Read the study below and answer the questions that follow:**

Attribution theory is a concept from social psychology that allows people to offer explanation for why things happen and is more concerned with the individual’s cognitive perceptions than the underlying reality of events (Daley 1996). As such, fundamental attribution error occurs when the influence of external factors is underestimated and the influence of internal factors is overestimated in regard to marking judgment about behavior. Self-serving bias is the tendency for individuals to attribute their own successes to internal factors while putting the blame for failures on external factors. When employees make attribution about a negative event that happened at work, they tend to underemphasize internal (dispositional) factors such as ability, motivation, or personality trait and overemphasize (external) situational factors. For examples, some workers are “high achievers” because of their goals is self-rewarding and they will attribute their success to their personal drive and efforts. In contrast, the unmotivated “external” person will avoid or quit difficult tasks because he or she tends to doubt his or her ability and attributes success to luck or other factors out of his or her control. Such “external” persons have little drive or enthusiasm for work because positive outcome are not thought to be related to their direct effort.

1. a) With reference to the case study above, Identify and discuss various internal and external factors that may affect an employee’s ability to perform his or her tasks (10 marks)

b) Understanding personality traits is critical for managers keen on explaining employee behavior at the workplace. Discuss at least five personality traits that attempt to explain individual behavior and attitudes (10 marks)

c) Productivity in organization cannot be underestimated. As a management

Consultant advice on activities organization can undertake to ensure employees are motivated to achieve their best (10 marks)

1. a) A County hospital in Western Kenya has been experiencing an unprecedented upsurge of industrial unrest. The unions have adamantly refused to actively engage with management with a view to resolving the statement. With specific reference to at least 3 motivation theories, advise management on how to resolve the situation (12 mks)

b) Explain the significance of formal groups and their influence on organizational performance

(8 marks)

1. a) Discuss the role of the following learning theories in shaping individual behavior;
2. Operant conditioning (4 marks)
3. Social learning (4 marks)
4. Experiential learning (4 marks)

b) Discuss at least 5 sources of power and how these can influence organizational behavior (8marks)

1. a) Changes management models provide insight into architecting and leading organizational changes. Justify this statement with reference to at least 2 change management models (13 marks)

b) As a management expert, discuss the roles of leadership in shaping the behavior ofindividuals in organization (7 marks)

1. a) One’s personality is determined by one’s level of consciousness. Discuss the relevance of this statement with specific reference to the psychoanalytic theory (10 marks)

b) Explain the importance of conflict resolution in managing employee behavior in organization (10 marks)