



COLLEGE OF HUMAN RESOURCE MANAGEMENT

SUBJECT: ORGANIZATIONAL THEORY AND BEHAVIOUR

LECTURER: JUDITH MAIRURA

DATE: 14/05/2018

CLASS: CHRP PART 1 & DHRM MOD 3- EVENING

TIME: 2 1/2 HOURS

ANSWER ANY FIVE QUESTIONS

1a) As a Human Resource specialist at Duma Works Limited, explain **FIVE** reasons why it is important to understand organizational behaviour in your work place.

(10 Marks)

b) One way to motivate employees in an organization is to have work-life balance programs. Explain with examples **FIVE** work-life balance programs that may be considered by an organization.

(10 Marks)

2a) Kwameh, a newly recruited Human Resource Officer at Katum Enterprises has found out that employees in his department have difficult behaviour. Explain **FIVE** possible causes of conflict between employees in this department. (10 Marks)

2b) XYZ Company is currently undergoing through major change process in its organization structure. Outline **FIVE** characteristics of a matrix organization structure.

(10 Marks)

3 a) Employees at Rosee Flower Farm have been working for long hours in the recent past. Explain **FIVE** negative consequences of this situation to the employees.

(10 marks)

b) Explain **FIVE** ways through which departmental conflicts may be resolved. (10 marks)

4 a) The Human resource Director of Kwetu Manufacturing Company is due for retirement in three months. The management board of the company is in the process of selecting one of the top management employees for the same position. Identify **FIVE** leadership qualities the board would consider for this position.

(10 Marks)

b) “Every organization exists in a context that is greater than the sum parts of the organization.” Explain **FIVE** ways in which socio-cultural environment influences behaviour of employees in an organization.

(10 Marks)

5 a) Explain **FIVE** benefits that may accrue to an organization from the implementation of a motivation program (10 Marks)

b) The organization design at Kenasa Ltd has been a hindrance to change. Explain **FIVE** measures that the management may take to solve this problem.

(10 marks)

6 a) The managing Director of Zee Broadways Limited has been accused of being a hinderance to change initiatives in the company. Explain **FIVE** ways in which managers may become the agents of change in an organization.

(10 Marks)

b) Explain **FIVE** measures employees may take to minimise stress amongst themselves in an organization. (10 Marks)

7 a) Kamah, a clerk at Maji Moto Company is contemplating resigning from his job due to unending quarrels from his supervisor over misunderstanding about his negative attitude to his group members. Explain **FIVE** factors that may influence nonconformity to group norms amongst members of a group in an organization.

(10 marks)

b) Explain **FIVE** benefits that an organization may derive from using team building as an organization and development intervention.

(10 Marks)