



MURANG'A UNIVERSITY COLLEGE

(Constituent College of Jomo Kenyatta University College of Agriculture and Technology)

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF COMMERCE

UNIT CODE:DBH 1211 UNIT TITLE: ORGANISATION THEORY

DATE: 3RD AUGUST 2015 TIME: 2 HOURS PROGRAMME: DIPLOMA (Y2S1)

SUPPLEMENTARY EXAM

INSTRUCTIONS

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

- a) Delegation means assigning work to the others and giving them authority to do so.
Explain FIVE advantages of delegation in an organization. (10 marks)
- b) Differentiate between the following terms
 - i) Referent power and coercive power
 - ii) Attitudes and Perception (4 marks)
- c) Outline SIX benefits of learning to individuals and organizations. (6 marks)
- d) Describe the steps in the decision making process. (10 marks)

QUESTION TWO (20 MARKS)

- a) Perception is the process of interpreting the messages of our senses to provide order and meaning to the environment. Identify and explain the THREE components of perception. (6 marks)
- b) Explain FIVE physical indicators of a stressed employee at the workplace. (10 marks)
- c) Outline FOUR characteristics of personality. (4 marks)

QUESTION THREE: (20 MARKS)

- a) Discuss FIVE factors that determine the span of control in an organization. (10 marks)
- b) Identify and explain the types of non-monetary incentives that can be used to motivate employees in an organization. (10 marks)

QUESTION FOUR: (20 MARKS)

- a) Highlight the circumstances under which autocratic leadership is best suitable. (6 marks)
- b) Give FIVE reasons why effective communication is important in an organization. (10 marks)
- c) Outline FOUR factors that may contribute to group conflicts. (4 marks)

QUESTION FIVE: (20 MARKS)

- a) Give FIVE reasons why managers are reluctant to delegate authority and FIVE reasons why subordinates resist delegated authority. (10 marks)
- b) Outline FIVE advantages and FIVE disadvantages of line organization structure. (10 marks)