



MURANG'A UNIVERSITY OF TECHNOLOGY

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

UNIVERSITY ORDINARY EXAMINATION

2023/2024 ACADEMIC YEAR

THIRD YEAR SECOND SEMESTER EXAMINATION FOR BACHELOR

OF SCIENCE HUMAN RESOURCE MANAGEMENT

BHR 303 – ORGANIZATIONAL BEHAVIOUR

DURATION: 2 HOURS

INSTRUCTIONS TO CANDIDATES:

1. Answer question ONE and any other two questions.
2. Mobile phones are not allowed in the examination room.
3. You are not allowed to write on this examination question paper.

SECTION A – ANSWER ALL QUESTIONS IN THIS SECTION

QUESTION ONE (30 MARKS)

- a) State three external factors that influence behaviour. (3 marks)
- b) Highlight two reasons that support the importance of communication in an organization. (2 marks)
- c) Highlight three causes of stress at the work place. (3 marks)
- d) State two reasons why change is resorted in an organization. (2 marks)
- e) State three essential roles of a manager. (3 marks)
- f) Personality explains why people behave differently, state three determinants of personality. (3 marks)
- g) Highlight five principles of social learning theory. (5 marks)
- h) Using a diagram, demonstrate the five levels of motivation. (5 marks)
- i) Differentiate between
 - i. A charismatic leader (1 mark)
 - ii. A functional leader (1 mark)
- j) State two strategies that managers can use to address conflict in an organization. (2 marks)

SECTION B – ANSWER ANY TWO QUESTIONS IN THIS SECTION

QUESTION TWO (20 MARKS)

- a) Available research indicates that change will always be resisted in organization. Discuss five ways that managers can use to minimise change resistance in their organizations. (10 marks)
- b) Discuss with relevant examples the operant conditioning theory. (10 marks)

QUESTION THREE (20 MARKS)

- a) A leader is able to influence his followers because of his perceived authority and power. Explain the five main sources of power that a leader may possess. (10 marks)
- b) Briefly discuss managerial role according to Mintzberg managerial role. (10 marks)

QUESTION FOUR (20 MARKS)

- a) Behaviour can be learned and can also be unlearned. Support this statement with examples using classical conditioning theory. (10 marks)
- b) Explain the five types of group formation. (10 marks)