



FINAL EXAMINATIONS

SCHOOL OF EDUCATION AND SOCIAL SCIENCES

KITENGELA CAMPUS

THIRD SEMESTER, 2024/2025 ACADEMIC YEAR

EXAMINATION FOR THE DEGREE OF BUSINESS ADMINISTRATION

Organizational Behavior (BBA1221)

STREAM: Bachelor

TIME: 2 HOURS

EXAMINATION SESSION: DECEMBER 2025

YEAR: 2025

DAY;

DATE: [2025]

INSTRUCTIONS:

1. Attempt ALL the questions in **Section A**
 2. Attempt any **Two** questions in **Section B**
 3. The entire exam is worth sixty (40) marks.
 4. Write **ONLY** on the space provided on the answer sheet or as otherwise instructed.
 5. Where necessary Show your working clearly.
 6. Do **NOT** attempt to access any library, online (audio, video, digital or electronic) or paper based (written), sources for your answers unless this is clearly advised in the Question.
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SECTION A: COMPULSORY

Question 1

- a) Explain the concept of perception and discuss the main factors influencing it. (10 marks)
- b) Evaluate how biases and errors in perception can affect decision-making in the workplace. (10 marks)

SECTION B: CHOOSE TWO QUESTIONS

Question 2

You have recently been appointed as the HR manager at a growing technology firm. You discover that employee turnover is high, morale is low, and there are frequent conflicts between teams.

Apply relevant motivation, leadership, and conflict management theories to propose a comprehensive strategy to improve employee satisfaction and teamwork. (10 marks)

Question 3

- a) Define organizational culture and explain how it is created and sustained. (5 marks)
- b) Describe the main forces for organizational change and explain how managers can minimize employee resistance. (5 marks)

Question 4

- a) Differentiate between a group and a team. (2 marks)
- b) Discuss the stages of group development and explain how leaders can enhance team performance at each stage. (8 marks)

Question 5

- a) Compare Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory. (4 marks)
- b) Using examples from Kenyan organizations, explain how managers can use these theories to improve employee motivation. (6 marks)