

LAIKIPIA



UNIVERSITY

# UNIVERSITY EXAMINATIONS

**1<sup>ST</sup> SEMESTER 2025/2026 ACADEMIC YEAR**

**EXAMINATION FOR THE MASTERS DEGREE IN  
EDUCATION**

**EAPE 811: ORGANIZATIONAL BEHAVIOUR**

***STREAM: R***

***TIME: 2 HRS***

***DAY: TUESDAY (8.30-10.30AM)***

***DATE: 3/2/2026***

**THIS QUESTION PAPER CONSISTS OF THREE (3 PAGES)**

**PLEASE DO NOT OPEN UNTIL THE INVIGILATOR SAYS SO.**

**INSTRUCTIONS:**

Answer Question **ONE** (Compulsory) and **TWO** other questions

**QUESTION ONE: COMPULSORY - 30 MARKS****Case Study: The new Dean at the School of Nursing Kalwelwa University College**

Kalwelwa University College has recently appointed a new Dean of the School of Nursing. The school has been struggling with low staff morale, persistent conflict between senior lecturers and departmental chairs, delayed decision-making, and a culture resistant to change. The new Dean notices that some departments employ autocratic leadership while others use laissez-faire styles, resulting in inconsistent performance. Staff complain about unclear communication channels and lack of involvement in key decisions with many staff presenting a hands-off approach to resolving the issues affecting the School.

Resistance to newly proposed performance-based recognition systems is growing, with student evaluations indicating declining teaching quality and limited lecturer engagement. The School structure is highly hierarchical with long reporting lines. In addition, there have been unresolved cases of indiscipline among staff, and a clear divide between opposing camps. Resulting in the decline of a once robust strong school. All these issues are emerging at a time when strong direction and leadership is needed in the face of evolving curriculum changes in line with the country education reforms. The new Dean feels that change is needed to help the School pull together and address these changes positively and at the same time reclaim the lost glory of the School.

The Dean seeks your expert advice as an Organizational Behavior specialist

- a) With relevant examples use any two applicable Organizational Behavior theories to support the Dean in diagnosing the underlying causes of the problems in the school. **(10 marks)**
- b) Using your knowledge on Organizational culture present an argument on the role of Organizational culture in shaping staff attitudes and resistance to change in the school. **(8 marks)**
- c) Propose any **four** motivational strategies the Dean can use to improve lecturer performance. Justify each strategy using a relevant theory. **(8 marks)**
- d) Recommend any **two** ways of improving communication and decision making in the school for improved performance. **(4 marks)**

**QUESTION TWO (15 MARKS)**

- a) Theories contribute to an understanding of organizational dynamics. With this understanding analyze any **three** major contributions of the classical Organizational theories for example Scientific management and Human Relations Movement to organizations today. **(6 marks)**
- b) Discuss **three** limitations of relying solely on classical theories in solving today's organizational challenges. **(6 marks)**
- c) Justify the importance of Organizational Behavior to educational institutions any three reasons. **(3 marks)**

**QUESTION THREE (15 MARKS)**

- a) With illustrations, differentiate between organizational **climate** and organizational **culture**. **(6 marks)**
- b) Describe any **four** characteristics of a strong organizational culture. **(4 marks)**
- c) Explain **five** ways organizational culture influences staff performance in educational institutions. **(5 marks)**

**QUESTION FOUR (15 MARKS)**

- a) Explain any **three** decision-making models applicable in educational organizations. **(6 marks)**
- b) Discuss any **three** common challenges faced in decision- making. **(6 marks)**
- c) Suggest any **three** strategies that managers can use to enhance participation in decision making. **(3 marks)**

**QUESTION FIVE (15 MARKS)**

- a) With relevant examples, compare transactional and transformational leadership styles. **(6 marks)**
- b) Describe **three** reasons why leadership is important in organizational performance. **(6 marks)**
- c) Identify **three** indicators of ineffective leadership. **(3 marks)**