

LAIKIPIA



UNIVERSITY

UNIVERSITY EXAMINATIONS

SECOND SEMESTER 2024/2025 ACADEMIC YEAR

EXAMINATION FOR MASTERS DEGREE IN EDUCATIONAL MANAGEMENT

EAPE 811: ORGANIZATIONAL BEHAVIOUR

STREAM: R

TIME: 3 HRS

DAY: WEDNESDAY (8.30-11.30AM) DATE: 16/4/25

THIS QUESTION PAPER CONSISTS OF THREE (3 PAGES)

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Vision: Nurture and Transform for the World

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INSTRUCTIONS: ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

Case Study: Organizational Change in MWONGOZO Educational Institution

Mwongozo Educational Institution, a leading university, has recently undergone a major organizational restructuring to improve efficiency and adaptability. The institution implemented an organizational hierarchy that is flatter for enhanced faculty autonomy, and introduced new team-based work structures. While some staff embraced the changes, others resisted, leading to conflicts, decreased morale, and a decline in productivity. Senior management is now concerned about how to effectively manage the transition and ensure faculty commitment.

Case Study Questions:

- a) With illustrations discuss any five concepts of organizational behavior illustrated in the case study. **(10 marks)**
- b) Describe any five factors that may have contributed to the faculty resistance to change at Mwongozo Educational Institution. **(10 marks)**
- c) Propose any five strategies that Mwongozo Educational Institution's leadership can use to effectively manage the change and improve faculty morale. **(10 marks)**

QUESTION TWO (15 MARKS)

- a) Explain how the understanding of organizational behavior contributes to effective educational administration. **(5 marks)**
- b) Discuss any two organizational behavior theories and for each present their relevance in Organizational Behavior(OB) in education administration. **(10 marks)**

QUESTION THREE (15 MARKS)

- a) With illustrations from the institution you work in, explain the role of institutional culture in shaping the behavior and performance of the staff. **(5 marks)**



- b) How does the institutional culture in the organization identified in (a) influence student behavior and academic success. **(5 marks)**
- c) Suggest strategies that you as an educational leader in your organization, can use to foster a positive institutional culture. **(5 marks)**

QUESTION FOUR (15 MARKS)

- a) What is the impact of individual personality traits on an educator's performance in an educational institution discuss any five. **(5 marks)**
- b) From your experience, explain the role of emotional intelligence in shaping an educator's interactions with students and colleagues. **(5 marks)**
- c) Provide recommendations for how educators can enhance their emotional intelligence to improve professional relationships and effectiveness. **(5 marks)**

QUESTION FIVE (15 MARKS)

- a) With illustrations discuss any five advantages of group-decision making **(5marks)**
- b) Explain any five challenges with examples from your institution that a leader can face in group-decision making **(5marks)**
- c) From the challenges presented in (b) provide practical recommendations for improving group effectiveness. **(5marks)**

