



(The University of Choice)

**MASINDE MULIRO UNIVERSITY OF
SCIENCE AND TECHNOLOGY
(MMUST)**

KISUMU CAMPUS

EXAMINATIONS

2015/2016 ACADEMIC YEAR

FIRST YEAR SECOND SEMESTER EXAMINATIONS

FOR CERTIFICATE

IN

BUSINESS MANAGEMENT

COURSE CODE: CBA 101

COURSE TITLE: ORGANIZATIONAL THEORY

DATE: SEPTEMBER 2016 TIME: 2 HOURS

INSTRUCTIONS TO CANDIDATES

Answer question One and any other Two questions

QUESTION ONE

- (a) The vice chancellor of Masinde Muliro University would like to implement some changes in the organization which are prone to resistance. Discuss the ways of managing resistance to change. (6 MARKS)
- (b) In a functional structure, activities are grouped together by common function from the bottom to the top of the organization. Explain the strengths and weaknesses of such a structure. (8 MARKS)
- (c) Many managers are redesigning their companies towards something called 'the learning organization' which promotes communication and collaboration so that everyone is engaged in identifying and solving problems, enabling the organization to continuously experiment, improve and increase its capability. Discuss the key shiftings/transformation encountered to such an organization. (10 MARKS)
- (d) The level of management determines a chain of command, the amount of authority and status enjoyed by any managerial position. Clearly explain the levels of managements available. (6 MARKS)
- (e) Explain briefly the five organizational theories available which describes how organizations have evolved. [10 MARKS]

QUESTION TWO

Explain the internal and external forces for change. (20 MARKS)

QUESTION THREE

- (a) The external environment of an organization consists of those factors that are outside the control of the manager but which nevertheless affects managerial decision making. Explain six variables in the external environment that affects such operations. (12 MARKS)
- (b) With two clear diagrammatical representations, explain the concept of a tall and flat structure, clearly showing in each diagram the level of managements, span of control and the number of managers. (8 MARKS)

QUESTION FOUR

- (a) Explain the characteristics of organizations. (14 MARKS)
- (b) Explain Mc' Gregory's Theory X and Theory Y. (6 MARKS)

QUESTION FIVE

- (a) Organizational conflict appears in a variety of forms and has varying causes. Katz identifies three sources of conflict. Explain these sources. (6 MARKS)
- (b) Define the term organization theory (2 MARKS)
- (c) Explain the three types of differentiation that occur in organizations. (6 MARKS)
- (d) Differentiate between:
 - (i) Organization structure and organization design. (3 MARKS)
 - (ii) Integration and differentiation. (3 MARKS)

