

AS

# KIBABII UNIVERSITY



## UNIVERSITY EXAMINATIONS

**2020/2021 ACADEMIC YEAR**

**THIRD YEAR SECOND SEMESTER**

**SPECIAL/SUPPLEMENTARY EXAMINATION**

**FOR THE DEGREE OF BACHELOR OF COMMERCE**

**COURSE CODE: BCO 322**

**COURSE TITLE: ORGANIZATIONAL THEORY**

**DATE: 27/09/2021**

**TIME: 8.00 – 10.00AM**

---

### INSTRUCTION TO CANDIDATES

- 1) The paper contains **FIVE** questions
- 2) Attempt **THREE** questions
- 3) Question **ONE** is Compulsory

**TIME: 2 Hours**

KIBU observes **ZERO** tolerance to examination cheating

### QUESTION ONE

- a) State and explain the four approaches to organizational effectiveness (8marks)
- b) Briefly trace the evolution of organizational theory (4marks)
- c) Explain the **meaning** of contingency theories and **discuss** the four major contingency theories. (10 marks)
- d) Frederick Taylor (1917) developed scientific management theory (often called "Taylorism") at the beginning of this century. His theory had four basic principles: briefly discuss these principles (8marks)

### QUESTION TWO

- a) Mintzberg provided five structural configurations for organizations briefly discuss them (10 marks)
- b) Organizational structures plays a fundamental role in shaping the organization. There are four commonly used structures analyze them and explain what a structure means? (10marks)

### QUESTION THREE

- a) Discuss the merits and demerits of Line structures (10marks)
- b) Underlying Organization Development are humanistic values. Margulies and Raia (1972) articulated the humanistic values of OD Discuss them. (10marks)

### QUESTION FOUR

- a) The ultimate aim of OD practitioners is to "work themselves out of a job" by leaving the client organization with a set of tools, behaviors, attitudes, and an action plan with which to monitor its own state of health and to take corrective steps toward its own renewal and development. This is consistent with the systems concept of feedback as a regulatory and corrective mechanism. Weisbord presents a six-box model for understanding organization briefly analyze them (10 marks)
- b) The change agent must address himself to all of these hazards and obstacles. Some of the things which will help him are? (10marks)

### QUESTION FIVE

- a) What are the problems that may be experienced by an organization which adopts a decentralization policy? (10marks)
- b) Explain how personal qualities of a Human Resource Manager may contribute to the effectiveness of an organization operating in a competitive environment (10marks)