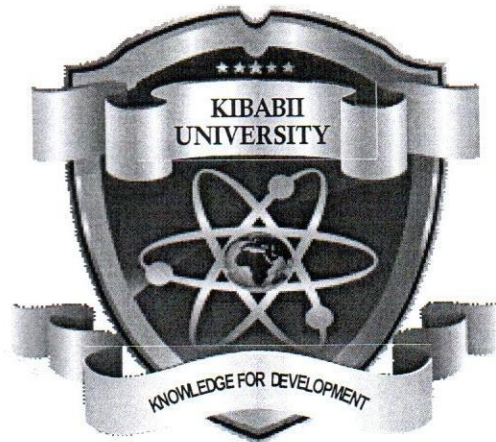


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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

**2019/2020 ACADEMIC YEAR
THIRD YEAR SECOND SEMESTER
SPECIAL/SUPPLEMENTARY EXAMINATION**

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCB 317

COURSE TITLE: ORGANISATION THEORY

DATE: 10/02/2021

TIME: 11.00AM-1.00PM

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 this principles (8marks)

QUESTION TWO

- a) Most organizations and employee are believed to resist to change. The change agent must address himself to all hazards and obstacles that can hinder him to implement change. Briefly discuss how he can overcome this obstacles (10marks)

(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?

QUESTION THREE

- 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 (10marks)

- b) Organizations needs to allow for real-time, flexible adjustment to the ENVIRONMENT discuss some of the measures Organizations needs to follow (10marks)

QUESTION FOUR

- a) Organization development is a deliberately planned, organization-wide effort to increase an organization's effectiveness and/or efficiency. Discuss the objectives of Organizational Development (10 marks)

b) Companies that make one-of-a-kind custom products, or small quantities of products (e.g., ship building, aircraft manufacture, furniture maker, tailors, printers of engraved wedding invitation, surgical teams) are unit of productions briefly discuss any FIVE characteristics of this Companies

(10marks)

QUESTION FIVE

a) What are the problem that may be experienced by an organization which adopts a decentralization policy? (10marks)

b) There are different types of organizational structures that companies follow, depending on a variety of factors like leadership style, type of organization, geographical regions, work flow and hierarchy. Discuss the merits and demerits of Line structures (10marks)