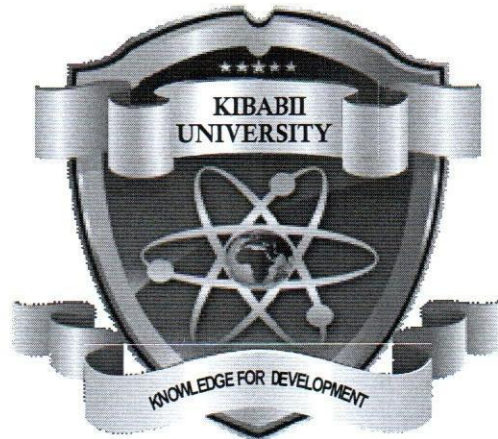


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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

**2021/2022 ACADEMIC YEAR
THIRD YEAR SECOND SEMESTER
MAIN EXAMINATION**

**FOR THE DEGREE OF BACHELOR OF COMMERCE
COURSE CODE: BCO 322
COURSE TITLE: ORGANIZATIONAL THEORY**

DATE: 20/05/2022

TIME: 9.00AM – 11.00AM

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) Using examples of micro and macro conflict in an organization that can exist? How would they relate to the environment in which the firm operates? (10marks)

b) Conflicts are inevitable. Discuss this statement showing the negative and the positive effects of conflicts (10marks)

c) One of the earliest contributors to the theory of organization was Kenneth E. Boulding who identified ten levels of organization. Briefly discuss any **FIVE** of these levels (10 marks)

QUESTION TWO

a) Using examples critically examine any FIVE relationships in the organizations (10marks)

b)

i) The survival of cooperation depends upon two interrelated and interdependent classes of processes. Instability and failure of cooperation arise from defects in each of these classes of processes. Discuss how an organization can come into being when following these processes (6 marks)

ii) Give examples of organizations that use symbolic control to encourage compliance with the organizational objectives. (4marks)

QUESTION THREE

a) Explain the main difference between physiological needs and social needs. (10 marks)

b) The individual member's perception of the benefits and costs to him resulting from his work relationships. Analyze the Benefits or Rewards an individual can get from the organization (10 marks)

QUESTION FOUR

a) The modern theory of organization considers formal organization to be a structural process in which individuals interact freely. These individuals have an impact on the decision making process within the organization of these groups, managers and employees form the heart of the organization because without their cooperation the organization cannot function. Analyze using the **SWOT** analysis the participants of internal organizations.

(10marks)

b) Explain why most hospitals must be designed based on the matrix design formats

(10marks)

QUESTION FIVE

a) Informal communication systems do not follow any set pattern of content or direction the idea flow. Informal spreads in all direction and links most of the member in the organization. The grapevine communication network is rapid and accurate. Since it arises from social interaction, it is as fickle dynamic and varied as the people involved. Because of its stability and personal nature the grapevine system of communication is much faster than the formal communication system.

Discuss the disadvantages of the grapevine communication system

(10marks)

b) Many large companies have emerged with operation that cover the whole country and in some cases extend to foreign countries without a well-developed bureaucracy, coordination would be extremely difficult.

Discuss the uses of Bureaucracy

(10marks)