

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE

BCOM 351: ORGANIZATIONAL THEORY

STREAMS: BCOM Y3S1 (ODEL)

TIME: 2 HOURS

DAY/DATE: TUESDAY 06/08/2019

8.30 A.M. – 10.30 A.M.

INSTRUCTIONS:

- **Answer question ONE and any other two.**

QUESTION ONE

- (a) Organizations can be classified into various types. Discuss the classification set out by:
- (i) Katz and Kahn (5 marks)
 - (ii) Blau and Scott (5 marks)
- (b) Differentiate between a centralized and a decentralized organizational structure and lay out the disadvantages of centralization. (10 marks)
- (c) Explain the contribution of scientific management thoughts to organizational theory. (10 marks)

QUESTION TWO

- (a) Explain the characteristics of classical organizations. (10 marks)
- (b) Explain any five principles of organizations set out by Urwick showing the importance of each in the management of public organizations. (10 marks)

QUESTION THREE

- (a) Explain the shortcoming of Fredrick Taylor's scientific management theory. (10 marks)
- (b) Explain how a manager in the public sector can use the ideas of the Hierarchy of needs theory to motivate the workforce. (10 marks)

QUESTION FOUR

- (a) An effective organization has to focus on outcomes of excellence and success. Explain any five basic attributes of excellence spelt out by Peters and Waterman Excellence Model. (10 marks)
- (b) Discuss the contribution of Hawthorne Studies to human relations movement. (10 marks)
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