

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF BACHELOR OF COMEMRCE,
AGRIBUSINESS MANAGEMENT, BACHELOR OF EDUCATION,
COOPERATIVE MANAGEMENT & BACHELOR OF ENTREPRENEURSHIP

BCOM 351: ORGANIZATIONAL THEORY

STREAMS: BCOM , AGBM, BED, BCOP, BEEM

TIME: 2 HOURS

DAY/DATE: MONDAY 09/12/2019

11.30 A.M. – 1.30 P.M.

INSTRUCTIONS: Attempt question ONE and any other TWO questions

QUESTION ONE

XYLAB, is a large multinational industrial chemical manufacturing company founded three decades ago. The company, whose headquarters is in Europe, is considering starting a subsidiary in Kenya. A team of experts has been sent to Kenya for market survey to inform on decision making in this regard. Among the things the team will be interested in is the type of structure that would be ideal for the company. You have been approached to give some inputs to assist the team in the assignment.

Required:

- (a) Advice the team on the ways in which they can structure the company into various departments. [10 marks]
- (b) Explain the benefits that the company is likely to enjoy if it adopted a system of decentralization of authority. [10 marks]
- (c) Explain the methods that can be used to measure effectiveness of XYLAB company [10 marks]

QUESTION TWO

- (a) Although critics have downplayed Fredrick Taylor’s scientific management model, there is no doubt that managers can learn great lessons from Taylors work. Explain the key contribution that this theory makes to management and organizational theory. [10 marks]

- (b) By use of practical examples in the business environment, explain any five dysfunctional consequences of bureaucracy [10 marks]

QUESTION THREE

- (a) The Hawthorne studies by Elton Mayo have been praised for taking a human related approach to employee work behaviour. Examine the main findings of the studies. [10 marks]

- (b) Explain the meaning of the phrase “organizations are open systems”, outlining the characteristics that distinguish open from closed organizational systems [10 marks]

QUESTION FOUR

- (a) Although organizational change is always inevitable, many employees respond negatively and put great efforts to prevent implementation of any change programmes. Explain how such resistance can be minimized within a university. [10 marks]

 - (b) Explain the factors that determine the span of management control in the public sector [10 marks]
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