

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF DIPLOMA IN BUSINESS MANAGEMENT

DIBM 0217: ORGANIZATION THEORY

STREAMS: DTHM Y1S1

TIME: 2 HOURS

DAY/DATE: THURSDAY 7/12/2017

2.30 P.M - 4.30 P.M.

INSTRUCTIONS:

- Answer Question ONE (COMPULSORY) and any other TWO.
- Do not write anything on this question paper

QUESTION ONE [COMPULSORY]

Kenya Wildlife Enterprise and Management Authority (KWEMA) is a State Corporation offering wildlife protection, biodiversity conservation, and wildlife advisory services. The Authority has its headquarters in Nairobi, which directs the activities of eight branch offices located in major Counties in Kenya. The headquarters has a range of senior line managers and researchers, all of whom have served for a number of years in the wildlife enterprise business. Each branch is headed by a Branch Manager, who usually has four or five direct reports, such as the Wildlife Inventory Manager, Research and Development Manager, etc. Each of these departmental managers has between three and five section leaders or their equivalent.

The Company's policy in matters of promotion and management succession is to identify and prepare existing staff, rather than to recruit outsiders. A major feature of the company's personnel practice is the Appraisal Scheme. However, in recent year the scheme has come under criticism from both managers and staff on grounds of the vagueness of the performance criteria, and thus the underlying unfairness of eventual assessments. It has also been expressed that as the appraisals are only carried out annually, they are too remote from the fast-changing conditions operating in the branches.

The General Manager has discussed the issue with the Personnel Manger, who has agreed to revise the scheme so that it reflects performance on the job rather than personal qualities. It has also been agreed that appraisal procedure will be reviewed at the same time.

Required:

- (a) Discuss the possible strengths and weaknesses of KWEMA'S organization design. [10 Marks]
- (b) With examples from KWEMA, explain the main features of an Organization. [6 Marks]

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- (c) Highlight any four sources of power at KWEMA. [4 Marks]
- (d) Explain how you can create and sustain culture at KWEMA [10 Marks]

QUESTION TWO

- (a) “Life-cycle perspective helps us understand that there are distinct and predictable stages through which organizations proceed”. Discuss these stages. [10 Marks]
- (b) Discuss the stages of group development in organizations. [10 Marks]

QUESTION THREE

- (a) Describe any FIVE basic elements in organizations as founded by Henry Mintzberg[10 Marks]
- (b) Explain the factors that influence group cohesiveness. [10 Marks]

QUESTION FOUR

- (a) Formalization refers to the degree to which jobs within the organization are standardized. Explain the techniques managers use to promote standardization of employee behavior. [10 Marks]
- (b) Discuss the techniques you can apply to deal with individual resistance to organizational change. [10 Marks]

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