
CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF DIPLOMA IN BUSINESS MANAGEMENT

DHRM 0217: ORGANIZATION THEORY

STREAM: Y2S2

TIME: 2 HOURS

DAY/DATE: MONDAY 13/08/2018

11.30 A.M – 1.30 P.M

INSTRUCTION:

- **Answer question one(compulsory) and any other two.**
- **Do not write anything on this question paper**

QUESTION ONE: CASE STUDY (COMPULSORY)

KENYA WILDLIFE ENTREPRISE AND MANAGEMENT AUTHORITY

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 activity 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 manager 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 reporting relationship is divisional designs. However, in recent years his organizational design has come under criticism from both line managers and branch managers on the grounds of duplication of activities, resources and limited cooperation between the headquarters and branch managers who feel constrained by structural policies. It has also been expressed by others that since the divisional structure works best where the environment is neither very complex nor very dynamic,

the head of office should continue to act as external overseer, evaluating the performance of each division and deciding on which one to receive capital for investment.

Required:

- (a) Explain the main features of organizations. [10marks]
- (b) Describe the advantages and disadvantages of KWEMA's organization structure. [10marks]
- (c) Highlight the reasons why organizations resist change. [10marks]

QUESTION TWO

- (a) In a management forum you attended recently in your county, a participant remarked that "an organization is an open –adaptive system interacting with its own environment". In reference to this statement, discuss the main characteristics of open systems.
[10marks]
- (b) Henry Mintzberg argues that there are five basic parts or elements in organizations. Highlight these elements. [10marks]

QUESTION THREE

- (a) Distinguish between organization theory and organization behavior. [4marks]
- (b) Discuss the purpose of an organization structure. [8marks]
- (c) Explain any four types of organizational culture found in Kenya. [8marks]

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.
[10marks]
 - (b) Discuss the importance of groups and teams in organizations. [10marks]
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