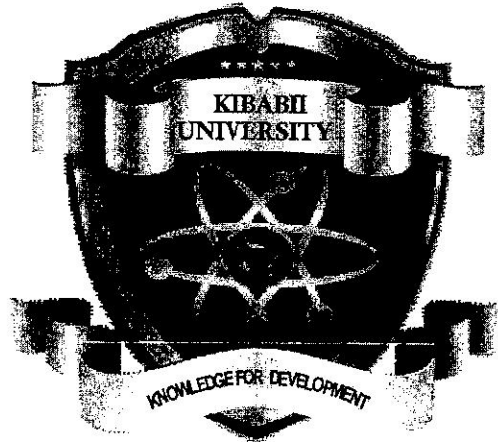


# **KIBABII UNIVERSITY**



**UNIVERSITY EXAMINATIONS  
MAIN/SPECIAL/SUPPLEMENTARY EXAMINATION  
2018/2019 ACADEMIC YEAR  
THIRD YEAR SECOND SEMESTER  
FOR THE DEGREE OF BACHELOR OF COMMERCE**

**COURSE CODE: BCB 317**

**COURSE TITLE: ORGANISATION THEORY**

**DATE: 06/09/2019**

**TIME: 8.00 – 10.00AM**

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**INSTRUCTIONS TO CANDIDATES**

**Answer Question ONE (compulsory) and ANY OTHER TWO questions**

## SECTION A

### QUESTION ONE

- State and explain the four approaches to organizational effectiveness (8 marks)
- Briefly trace the evolution of organizational theory (4 marks)
- Explain the meaning of contingency theories and **discuss** the four major contingency theories. (10 marks)
- Frederick Taylor (1917) developed scientific management theory (often called "Taylorism") at the beginning of this century. His theory had four basic principles. Briefly discuss these principles (8 marks)

## SECTION B

2a) Most organizations and employees are believed to resist change. The change agent must address himself to all hazards and obstacles that can hinder him to implement change. Briefly discuss how he can overcome these obstacles (10 marks)

b) Organizational structures play a fundamental role in shaping the organization. There are four commonly used structures; analyze them and explain what a structure means?

(10 marks)

3a) The ultimate aim of OD practitioners is to "work themselves out of a job" by leaving the client organization with a set of tools, behaviors, attitudes, and an action plan with which to monitor its own state of health and to take corrective steps toward its own renewal and development. This is consistent with the systems concept of feedback as a regulatory and corrective mechanism. Weisbord presents a six-box model for understanding organization; briefly analyze them (10 marks)

b) Organizations need to allow for real-time, flexible adjustment to the ENVIRONMENT; discuss some of the measures organizations need to follow (10 marks)

- ① - developed by Frederick Taylor in 20th C
- It was propagating for systemization of work
  - when work is systemized then - Input is minimized while output is max.
  - It reinforced / promoted efficiency in organization.

4 a) Organization development is a deliberately planned, organization-wide effort to increase an organization's effectiveness and/or efficiency. Discuss the objectives of Organizational Development ✓  
(10 marks)

b) Companies that make one-of-a-kind custom products, or small quantities of products (e.g., ship building, aircraft manufacture, furniture maker, tailors, printers of engraved wedding invitation, surgical teams) are unit of productions briefly discuss any FIVE characteristics of this Companies  
(10marks)

5a) What are the problem that may be experienced by an organization which adopts a decentralization policy? Problems of decentralization policy ✓  
(10marks)

b) There are different types of organizational structures that companies follow, depending on a variety of factors like leadership style, type of organization, geographical regions, work flow and hierarchy. Discuss the merits and demerits of Line structures. ✓  
(10marks)