

LAIKIPIA



UNIVERSITY

UNIVERSITY EXAMINATIONS

1ST SEMESTER 2023/2024 ACADEMIC YEAR

THIRD YEAR EXAMINATION FOR THE DEGREE
OF BACHELOR OF COMMERCE

BCOM 311: ORGANIZATIONAL THEORY

STREAM: BCOM

TIME: 2 HRS

DAY: MONDAY [11.30-13.30 P.M]

DATE: 18/12/2023

THIS QUESTION PAPER CONSISTS OF THREE (3) PAGES

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INSTRUCTIONS: ANSWER QUESTION ONE AND ANY OTHER TWO
QUESTION ONE

- a) Organizations are social entities that are goal-oriented; are designed as deliberately structured and coordinated activity systems, and are linked to the external environment” Keeping this statement in mind, provide a comprehensive meaning of the Concept of Organization Theory
(10 Marks)
- b) Research has demonstrated that Open Systems recognize the dynamic interaction of the system with its environment. In this regard;
- i) Illustrate diagrammatically the interplay between an Open System and its environment
(4 Marks)
 - ii) Explain clearly the Characteristics or properties of Open Systems
(8 Marks)
- c) Both the Institutional Theory and the Ecology Theory are Contemporary Perspectives on Organizations. Discuss
(10 Marks)

QUESTION TWO

- a) In organizational effectiveness research, little consensus has emerged, either theoretically or empirically, as to what constitutes organizational effectiveness and how best to measure it. Some writers such as **Robbins** asserts that effectiveness, is judged differently by different groups (Stakeholders)
Study closely the paragraph above and explain both the Goal-Attainment Approach and Strategic Constituencies Approach as suggested or possible views on Organizational Effectiveness
(10 Marks)
- b) There is a certain model of organization effectiveness which states that the idea of trying to characterize a whole organisation as totally effective or ineffective is problematic. And that in any complex organisation there may be parts of the organisation that function well and suggest effectiveness while other aspects of the same organisation perform poorly.
Identify and elaborate on this Model and explain its central (key) assumptions **(10 Marks)**

QUESTION THREE

- a) The Competing Values Effectiveness Model (Framework) has proven to be a helpful framework for assessing and profiling the dominant cultures of organizations because it helps individuals identify the underlying issues that exist in their organizations.

With the aid of a well-drawn diagram, explain the Competing Values Effectiveness Model
(10 marks)

- b) When the forces of organizational conflict are too great, conflict is said to be dysfunctional. It has a negative impact on organisational effectiveness. Something needs to be done, therefore, to bring the conflict down to an acceptable level and this can be done by adopting the conflict resolution techniques. Elaborate
(10 Marks)

QUESTION FOUR

- a) Explain the dysfunctional consequences of organizational decline
(10 Marks)

- b) Not all change is initiated at the same pace. Change can be show and deliberate or it can be quick and radical. In this context, explain the avenues open to managers for initiating change in their firms
(10 Marks)

QUESTION FIVE

Illustrate diagrammatically and explain Larry Greiner's Model of Organizational Growth **as well as** how organizational change can be facilitated
(20 Marks)

