

LAIKIPIA



UNIVERSITY

UNIVERSITY EXAMINATIONS

2ND SEMESTER 2023/2024 ACADEMIC YEAR

THIRD YEAR EXAMINATION FOR THE DEGREE OF
BACHELOR OF EDUCATION ARTS

BUST 322: ORGANISATIONAL THEORY AND BEHAVIOUR

STREAM:

TIME: 2 HRS

DAY: THURSDAY [8.30-10.30 A.M]

DATE: 18/04/2024

THIS QUESTION PAPER CONSISTS OF THREE (3) PAGES

PLEASE DO NOT OPEN UNTIL THE INVIGILATOR SAYS SO.



QUESTION ONE

- a) Henry Fayol, established a unique pattern of management thought and practice. It is because of Henry Fayol that today, management processes have gained general recognition,

In this context explain the Principles of Management as an Organizational Theory, provided by Henry Fayol **(10 Marks).**

- b) Illustrate and explain Organization Structures with the aid of well-drawn diagrams the types of Organization Structure **(5 Marks)**

- c) The global media reports that Organization X, based in Asia, is very successful because it has achieved excellent organizational design; the right combination for integration and differentiation in its operations in response to the uncertainties it faces in its external business environment

The global media also says that one of the elements that Organization X has used to good effect is Span of Control.

Discuss both the merits and demerits of Span of Control as an element of Organizational Design **(10 Marks)**

QUESTION TWO

- a) It is important to understand that every formal team or group - regardless of what the team is working on - will follow a certain set of stages of (group) team development. It is the job of the team leader to help see the team (group) through these stages; to bring them to the point where they are working as effectively as possible toward a common goal.

In the context of the sub-paragraph provided above, explain the stages of group development bringing out clearly the experiences or events that take place within each stage **(10 Marks)**

- b) Company Z is a German company that deals with pharmaceuticals.

The company whose operations are now expanding to Africa went through numerous business challenges due to the prevailing economic environment.

There was need to introduce a number of changes so that the company could cope with the challenges. There have been opportunities for growth when the economic situation started improving. Mr. Yussufu Yohanna was selected as the regional manager for the African region and he suggested a number of factors that he thought would help facilitate change in the African region for Company Z.

Having studied the case above, explain the possible factors or conditions that Mr. Yohanna may have put forward to help facilitate change **(10 Marks)**



QUESTION THREE

- a) Organization development involves an ongoing, systematic, long-range process of driving organizational effectiveness, solving problems, and improving organizational performance.

Discuss the phases of Organizational Development Strategy **(10 Marks)**

- b) The main issues that come out as the central drivers of the high- performance culture at Company A are the setting of team and individual targets, promotion of people excellence, talent management, and performance management. However, The Board of Directors of Company I feel that the idea of trying to characterize the company as totally effective or ineffective is problematic. That there are parts of the company that function well and suggest effectiveness while other aspects of the same company perform poorly thereby suggesting contradictions

Explain the Contradictions Model of Organizational Effectiveness bringing out the central issues or assumptions that the Board of Directors at Company A may have been referring to **(10 Marks)**

QUESTION FOUR

- a) A certain research study explored the effects of organization politics on organization performance. The study also attempted to examine the causes of organization politics; the main factors that lead the organization to practice politics in all aspects of the organizational life

Assuming that you were a respondent in the research study shown above, explain the reasons for Organizational Politic **(10 Marks)**

- b) Using a step-by-step decision-making process, can one make more deliberate, thoughtful decisions by organizing relevant information and defining alternatives. Elaborate

(10 Marks)

QUESTION FIVE

- a) With the help of Practical Example, explain how informal groups influence behaviour

(15 Marks)

- b) Provide practical instances or examples of the guidelines that managers or leaders ought to use in order to understand employee motivation **(5 Marks)**