

LAIKIPIA



UNIVERSITY

UNIVERSITY EXAMINATIONS

FIRST SEMESTER 2025/2026 ACADEMIC YEAR

THIRD YEAR EXAMINATION FOR THE DEGREE
OF BACHELOR OF COMMERCE

BCOM 311: ORGANIZATIONAL THEORY

STREAM: Y3S1 BCOM

TIME: 2 HRS

DAY: MONDAY [8.30 A.M-10.30 A.M]

DATE: 2/02/2026

THIS QUESTION PAPER CONSISTS OF THREE (3) PAGES

PLEASE DO NOT OPEN UNTIL THE INVIGILATOR SAYS SO.

INSTRUCTION**Answer Question ONE and ANY OTHER Two****QUESTION ONE**

- a) An organization can be understood as an entity that is made up of people who divide labor among themselves and who pursue shared goals or objectives. Elaborate **(10 Marks)**
- b) A system experiences Negative Entropy, Equi-finality, Synergy and a Cyclical Character. Discuss **(10 Marks)**
- c) Max Weber was born in Germany in 1864 and grew up during the time when industrialization was transforming government, business, and society. Weber was interested in **industrial capitalism**, an economic system where industry is privately controlled and operated for profit. Weber wanted to know why industrial capitalism was successful in some countries and not in others. He believed that large-scale organizations such as factories and government departments were a characteristic of capitalist economies.
- Study, carefully, the merits and demerits of the Bureaucratic Theory **(10 Marks)**

QUESTION TWO

- a) A certain research study on organizational effectiveness examined how well organizations achieve their objectives while considering factors like employee well-being, resource utilization, and adaptability. Effectiveness is often assessed through metrics related to productivity, profitability, employee satisfaction, and overall organizational health. In this regard, discuss the competing values approach and the strategic- constituencies approach as approaches to organizational effectiveness **(10 Marks)**
- b) The interactionist view of organizational conflict implies a wider role for managers in dealing with conflict. The manager's job is to create an environment in which conflict is healthy but not allowed to run to pathological extremes.
- Provide an **illustration (diagram)** and **then explain** the relationship between conflict and Organizational Effectiveness **(10 Marks)**

QUESTION THREE

- a) When the forces of conflict are too great, conflict is said to be dysfunctional. It has a negative impact on organizational effectiveness. Something needs to be done, therefore, to bring the conflict down to an acceptable level.

Discuss the structural techniques for reducing the intensity of organizational conflict **(10 Marks)**

- b) Illustrates and explain Larry Greiner's model of organizational growth (10 Marks)

QUESTION FOUR

- a) Conflicts are an inevitable part of life, such as disagreements or issues in the workplace. It could be a difference in opinion about how to do the work, or a miscommunication with a manager or colleague, whatever the initial cause of the dispute, a minor issue can grow into a significant problem if it is not addressed early on.

Study the sub section above and explain the techniques for creating functional conflict (10 Marks)

- b) Explain the avenues for initiating organizational change (10 Marks)