



# MACHAKOS UNIVERSITY

University Examinations 2021/2022 Academic Year

SCHOOL OF BUSINESS, ECONOMICS AND HOSPITALITY AND TOURISM

MANAGEMENT

DEPARTMENT OF BUSINESS ADMINISTRATION AND FINANCE

THIRD YEAR FIRST SEMESTER EXAMINATION FOR

BACHELOR OF COMMERCE

**BBA 300: ORGANIZATION THEORY**

**DATE: 26/8/2022**

**TIME: 11.00-1.00 PM**

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## INSTRUCTIONS

- Answer question **ONE (Compulsory)** and any other **TWO**
- **DO NOT** write anything on the question paper
- Mobile Phones **ARE NOT** allowed in the examination room
- No bags or reference materials of any kind should be in the examination room

## QUESTION ONE (COMPULSORY) (30 MARKS)

**Read the case study below and answer the questions below it:**

According to Mr. Mutiso, the Chairman and Chief Executive Officer of a leading company in Kenya, who managed to prevent the company from bankruptcy in the beginning of the year, transformation of an enterprise begins with a sense of crisis or agency. In this phase of change process, Mr Mutiso argues that he had a role to play and that change must be based on employee capabilities.

In addition, Mr. Mutiso stresses that the transformation that occurred in his organization in the beginning of the year was mainly cultural. Indeed Mr Mutiso managed to transform their company from an individualistic and decentralized culture to a company based on teamwork. Moreover, Mr Mutiso believed that culture was a tool to satisfy its customers by providing integrated solutions more than only technological products. He therefore ensured a united culture that encouraged teamwork in the organization and adopted a culture that made processes flow very smoothly.

- a) Explain **five** reasons for adapting to change (10 marks)
- b) Discuss in **four** points the importance of Change Management (10 marks)
- c) Explain **five** challenges that may be faced by a company in implementing Change (7 marks)
- d) Explain **five** ways of dealing with resistance to change by the employees of an organization (5 marks)

**QUESTION TWO (20 MARKS)**

- a) An organization is a consciously coordinated social entity. Explain **five** characteristics of an organization in regard to organization theory. (10 marks)
- b) Discuss in **five** points the challenges that may be faced by an organization in an effort to manage informal groups (10 marks)

**QUESTION THREE (20 MARKS)**

- a) Power is the ability to impose one's will on others. Discuss **five** forms of organizational power (10 marks)
- b) Discuss **five** sources of conflict among workers in an organization (10 marks)

**QUESTION FOUR (20 MARKS)**

- a) Culture plays a key role in an organization. Discuss the statement in **five** points (10 marks)
- b) Discuss in **five** points the role of Technology in an organization. (10 marks)

**QUESTION FIVE (20 MARKS)**

- a) Explain in **five** points techniques that may be used by the manager of an organization in an effort to achieve departmental goals (10 marks)
- b) Discuss in **five** points the contributions of the Scientific Management Theory to the modern organizational set up (10 marks)