



BCM 301: ORGANIZATIONAL THEORY AND DESIGN

END OF SEMESTER EXAM

APRIL 2021 - TIME: 3HRS

INSTRUCTIONS

This paper contains six questions of 10 marks each. Attempt question one and any other three questions.

QUESTION ONE (COMPULSORY)

- (a) Define the term organizational theory. **(1 mark)**
- (b) Among theories recognizing the social nature of organizations is Douglas McGregor's theory X and theory Y. Explain the theories. **(4 marks)**
- (c) An important aspect in organization design is how organizations are configured. Henry Mintzberg suggested that every organization has five parts: the technical core, top management, middle management, technical support, and administrative support and that these parts could fit together in five basic types or configurations of organization. Identify the FIVE configurations. **(5 marks)**

QUESTION TWO

- (a) State TWO reasons why organizations need control. **(2 marks)**
- (b) Outline FOUR differences between mechanistic and organic organizations. **(4 marks)**
- (c) Differentiate between an organization's general environment and task environment. **(4 marks)**

QUESTION THREE

In response to the need for resources, organizations try to maintain a balance between linkages with other organizations and their own independence. Two strategies can be adopted to influence resources in the external environment: either establish favorable relationships with key elements in the environment and/or shape the environmental domain by influencing key factors.

- (a) State TWO techniques that can be used in building formal relationships. **(2 marks)**
- (b) Explain THREE techniques used for influencing or changing a firm's environment **(3 marks)**
- (c)) Organizational decline, if not managed properly, can move through five stages resulting in organizational dissolution. Discuss the FIVE stages **(5 marks)**

QUESTION FOUR

- (a) Define the term organizational culture. **(2 marks)**
- (b) Differentiate between formalization and centralization in organizations. **(2 marks)**
- (c) The impact of a strong culture is not always positive. Strong cultures that become set and don't encourage adaptation can hurt the organization when the company fails to adapt as the environment changes. Explain THREE approaches that a strong adaptive culture can incorporate to cope with change. **(6 marks)**

QUESTION FIVE

The organization's mission and overall goals provide a basis for developing more specific operative goals.

- (a) State TWO roles of overall goals. **(2 marks)**
- (b) The environment of an organization comprises of several sectors or sub-divisions that contain similar elements. Identify any TWO sectors. **(2 marks)**
- (c) Discuss THREE categories under which operative goals are classified **(6 marks)**

QUESTION SIX

- (a) Managers can focus on four types of change within organizations to achieve strategic advantage. The changes can be in products and services, strategy and structure. Identify the other TWO types of change. **(2 marks)**
- (b) Describe the FOUR major stages that characterize organizational development. **(4 marks)**
- (c) Leaders often encounter resistance as they attempt to take the organization through change process. Explain FOUR barriers to change that exist at the individual and organizational levels. **(4 marks)**