



BCM 207: ORGANIZATIONAL THEORY & DESIGN

[DEGREE - ONLINE]

END OF MAY - AUGUST 2021 SEMESTER EXAM

TIME: 3HRS

Lecturer: Davies Ndonye

INSTRUCTIONS

This paper contains six questions of 10 marks each. Attempt FOUR questions in total. Question ONE is compulsory.

QUESTION ONE

- (a) Organization design is used to implement goals and strategy. Differentiate between organizational goals and organizational strategy. **(4 marks)**
- (b) Discuss the organization life cycle. **(6 marks)**

QUESTION TWO

- (a) The trend in modern organizations has been to move away from highly structured systems based on a mechanical design models toward looser, more flexible systems based on a natural, biological model. Give TWO reasons why this is the case. **(2 marks)**
- (b) Explain any THREE mechanisms managers can use to ensure that the right culture and values are promoted and implemented in an organization. **(3 marks)**
- (c) An effective model for formulating organizational strategy is the Porter's competitive forces and strategies. Discuss Michael Porters Five Forces Model **(5 marks)**

QUESTION THREE

- (a) Describe TWO critical functions of culture in organizations. **(2 marks)**
- (b) Differentiate between an organization's competitive advantage and core competence as they relate to the concept of strategic intent. **(2 marks)**



- (c) Explain the meaning of the following structural dimensions of organizations.
- (i) Formalization **(2 marks)**
 - (ii) Specialization **(2 marks)**
 - (iii) Centralization **(2 marks)**

QUESTION FOUR

- (a) Discuss FIVE advantages of having a small sized organization. **(5 marks)**
- (b) If not properly managed, an organization can decline by moving through stages finally resulting in dissolution. Explain FIVE actions managers can take to avoid organizational decline. **(5 marks)**

QUESTION FIVE

- (a) Describe TWO essential ways in which an environment has an influence to an organization. **(2 marks)**
- (b) An organization evolves through four stages of its life cycle with changes taking place in its structure, control systems, innovation, and goals. Explain any THREE characteristics of an organization that is at the elaboration stage. **(3 marks)**
- (c) As mechanisms for adaptation, discuss FIVE ways organizations can fit their internal structure with the external environment. **(5 marks)**

QUESTION SIX

- (a) Explain the “Defender” strategy as described under the Miles and Snow strategy typology and indicate the circumstances under which it is best suited. **(4 marks)**
- (b) Discuss THREE types of change within organizations that managers can focus on to achieve strategic advantage. **(6 marks)**