



**JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**SCHOOL OF BUSINESS AND ECONOMICS**  
**UNIVERSITY EXAMINATION FOR THE DEGREE OF BACHELORS OF BUSINESS**  
**ADMINISTRATION**  
**2<sup>nd</sup> YEAR 2<sup>nd</sup> SEMESTER 2019/2020 ACADEMIC YEAR**  
**MAIN CAMPUS**

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**COURSE CODE: BAB 1204**

**COURSE TITLE: ORGANIZATION THEORY**

**EXAM VENUE:**

**STREAM:**

**DATE:**

**EXAM SESSION: JAN- APRIL 2020**

**TIME: 2 HOURS**

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**Instructions:**

- 1. Answer Question ONE (COMPULSORY) and ANY other 2 questions**
- 2. Candidates are advised not to write on the question paper.**
- 3. Candidates must hand in their answer booklets to the invigilator while in the examination room.**

### **QUESTION ONE**

- a) A useful way to think about organizational growth and transformation is the concept of organizational life cycle. Showing organizational characteristics during the cycle, discuss this concept. (10marks)
- b) Explain how you would undertake change in an organization using Kurt Lewin's approach to planned change. (10marks)
- c) The one single element that is reflected in the way that the organization does business is its culture. Define the term organizational culture and discuss the basic types of organizational cultures. (10marks)

### **QUESTION TWO**

- a) Identify and discuss the advantages and disadvantages of a matrix organization structure, showing the circumstances where it is most appropriate. (10marks)
- b) Differentiate between organic and mechanic organizational forms. (10marks)

### **QUESTION THREE**

An organization's external environment is composed of various elements that have a tremendous impact on its operations and functioning.

- a) Discuss the various dimensions that can be used to classify and analyze the external environment. (10marks)
- b) Discuss how organizations adapt to the complexities of the external environment. (10marks)

### **QUESTION FOUR**

- a) One of the earliest contributor to the theory of organization was Kenneth E. Boulding. Discuss his contributions of the classical approach to organizational design to organization theory. (10marks)
- b) All organizations, individuals and groups experience conflict at some time during day to day business activities. Identify and discuss the sources of conflict in organization. (10marks)

### **QUESTION FIVE**

- a) Fredrick Taylor is considered to be the main contributor to the scientific management school of thought. Explain his main contribution to this school and the reasons why he was criticized. (10 marks)

- b) Explain the main contributions of the human relations school of thought.  
What are the weaknesses of their theories. (10 marks)