



**MAASAI MARA UNIVERSITY
REGULAR UNIVERSITY EXAMINATIONS
2020/2021 ACADEMIC YEAR
FIRST YEAR SECOND SEMESTER**

**SCHOOL OF BUSINESS & ECONOMICS
DOCTOR OF PHILOSOPHY IN BUSINESS
ADMINISTRATION**

**COURSE CODE: DBA 9104:
COURSE TITLE: ORGANIZATION DYNAMICS**

DATE: 4TH OCTOBER, 2021

TIME: 1430 – 1630HRS

INSTRUCTIONS TO CANDIDATE

Answer Question **ONE** and any other **TWO**

QUESTION ONE (25marks) COMPULSARY

COM ZERO. Ltd

The business company is rich in producing lemons in Kwale County. It uses a lot of employees' skills to produce the final product and customers find it enjoyable due to its taste. This leads to the needs for continuous improvement for the organization. New employees require to be motivated for effective utilization of available skills. Their output is determined by senior management which is done on quarterly basis. The organization does to ensure that customers get good service for the final products through continuous improvement. The employees are taken through the change process for better results. The Employment Act 2007 stipulates that employer need to observe it to reduce tensions and stress in organizations. The CEO of the firm introduced new changes to remain competitive in the business environment. The customers were not aware of new products before an advert was introduced in the media.

- (a) Outline the possible steps for effective risks management opportunities that make it relevant to the business in a competitive environment. **(5 Marks)**
- (b) Continuous improvement is a key aspect for organization prosperity. Justify this for the business company **(8 marks)**
- (c) The change was introduced for better results in the organization. Critically analyse the consequence of leadership change process. **(7 marks)**
- (d) Conflicts arise due to poor organizational development. Explain how you would minimize conflicts in an organization. **(5 marks)**
- (e) Most companies have been going through difficulties due to synergy in a merger. Evaluate the importance of synergy in a merger in business scenario. **(5 marks)**

QUESTION TWO

(a) Critically analyse the significance of employee empowerment in achieving organizational effectiveness. **(9 marks)**

(b) Groups emerge through various stages while discharging certain responsibilities. With relevant examples, illustrate the emergence of teams in any business organization. **(6 marks)**

QUESTION THREE

(a) A CEO should be aware of the need to train employees on new perspectives that will enhance production and service delivery. Highlight such perspectives in the context of organizational power. **(8marks)**

(b) Stress management has been a leadership challenge in many organizations. Identify and explain the causes of stress at organizational level. **(7 marks)**

QUESTION FOUR

You are required to prepare a paper for presentation at a conference “on systems dynamics in an organization”. Examine the area that you will cover in the paper. **(15 marks)**

QUESTION FIVE

(a) Identify and explain any four emerging issues in Organizations Dynamics. **(8 marks)**

(b) The top management has prepared a workshop on the elements of an organization. Critically analyse the context that should be covered. **(7 marks)**

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