



# **MAASAI MARA UNIVERSITY**

**REGULAR UNIVERSITY EXAMINATION**

**2023/2024 ACADEMIC YEAR**

**SEMESTER: JANUARY – APRIL 2024**

**SCHOOL OF EDUCATION**

**DEPARTMENT OF EDUCATION MANAGEMENT AND POLICY**

**STUDY**

**COURSE CODE: EDA 9105**

**COURSE TITLE: ORGANIZATIONAL THEORY**

**DATE: 04/6/24**

**TIME:0830-1030HRS**

**INSTRUCTION TO CANDIDATES**

**ANSWER QUESTION ONE AND ANY OTHER THREE**

### **QUESTION ONE**

- (i)** Explain the specific factors of a subjective framework in an organization analysis. What are the implications of this factors for managers when analyzing the organization? **(5 marks)**
- (ii)** Discuss organizational environment and their comparative relationships and their relatedness to institution resilience. **(5 marks)**
- (iii)** Using an example of an organization of your choice, explain the extent to which it can be considered an open or closed system. **(5 marks)**
- (iv)** Between goal efficiency and goal effectiveness, which of the two would you consider indispensable and why. **(5 marks)**

### **QUESTION TWO**

- (i)** Explain the meaning of organizational change and discuss how organizations can manage change. **(3 marks)**
- (ii)** Using system theory, discuss the advantages and disadvantages of viewing an organization as a system. **(3 marks)**
- (iii)** Maasai Mara University has identified organizational culture change as one of its strategic objectives, in their 2024-2028 strategic plan. Advise the university management on how they can achieve this objective. **(4 marks)**
- (iv)** Explain the key dimension of organizational structure. **(5 marks)**

### **QUESTION THREE**

- (i)** Structural complexity is a function of environmental complexity. Explain the meaning and justification of this statement. **(4 marks)**
- (ii)** If you wish to achieve organizational efficiency and effectiveness, you must align structural complexity to technical complexity in a curvilinear manner, Discuss. **(4 marks)**
- (iii)** Explain three ways in which organizations add value to their stakeholders through the input output process. **(3 marks)**
- (iv)** Organizational conflict and competition provide both benefits and challenges to organizations. Discuss. **(4 marks)**

### **QUESTION FOUR**

- (i)** As a result of rapid expansion and complexity in administration Maasai Mara University has adopted a decentralized compound of five schools and two satellite compress. Discuss any two modern organizational theories that can be used to explain this decision. **(5 marks)**
- (ii)** Define organizational politics and discuss their teachings that a manager can apply to attain political effectiveness. **(3 marks)**
- (iii)** Explain with use of one organizational theory how organizations can successfully implement a change process. Critically evaluate the change process you have chosen **(3 marks)**

- (iv)** Why is it easier to be in conflict than to co-operate despite enormous advantages of co-operation? **(4 marks)**

**QUESTION FIVE**

- (i)** Organization can be viewed as rational machines for achieving specific goals or as natural systems seeking to survive in a hostile environment. What are the differences between the two and which view or combination provide a most realistic understanding of organizations? What is the value of systems theory to manager? **(5 marks)**
- (ii)** Distinguish between a good leader and a good manager. Place your discussion in the context of achieving organizational excellence. **(3 marks)**
- (iii)** Why do organizations need to change? Explain with use of any one organizational theory how organizations can successfully implement change process. Critically evaluate the change process you have chosen. **(4 marks)**
- (iv)** Describe the provisions of scientific management theory and how it contributes to management of modern organizations. **(3 marks)**

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