



# MERU UNIVERSITY OF SCIENCE AND TECHNOLOGY

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## University Examinations 2023/2024

SECOND YEAR SECOND SEMESTER EXAMINATION FOR THE DEGREE OF  
BACHELOR OF COMMERCE

### BFB 3252: ORGANIZATIONAL THEORY AND DEVELOPMENT

DATE: APRIL 2024

TIME: 2 HOURS

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INSTRUCTIONS: Answer question *one* and any other *two* questions

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#### QUESTION ONE (30 MARKS)

- Describe the administrative management theory highlighting the major organization activities under the theory. (8 marks)
- Decision making is a day-to-day activity of any manager in an organization, describe the decision-making conditions that a manager encounters during this process. (6 marks)
- Describe the function of culture in an organization and organization change management. (7 marks)

#### QUESTION TWO (20 MARKS)

- Conflicts are viewed as a necessary evil in organization and a process consisting of various stages and episodes. Using illustrations, describe the Pondy's conflict model (10 marks)
- Both formal and informal groups are important in organizations. Describe the informal groups highlighting their pros and cons associated with them in a firm. (10 marks)

#### QUESTION THREE (20 MARKS)

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Page 1

- a) Discuss the key features of the modern/neoclassical theories of organization (10 marks)
- b) Describe the various factors that influence the type of organizational structure that a manufacturing firm in Kenya can adopt. (10 marks)

**QUESTION FOUR (20 MARKS)**

- a) Change is eminent in any organization for it to survive in the dynamic business environment, however, many employees resist the slightest of change. Discuss some of the strategies that a manager can employ to manage such resistance (10 marks)
- b) If not well managed and addressed on time organizational conflict can hinder an organization from attaining its objectives. Discuss the conflict-handling intentions that a manager may adopt from. (10 marks)

**QUESTION FIVE (20 MARKS)**

- a) Power and politics go hand in hand in the business environment and organizations, however, there are factors that influence political behaviour in these organizations. Discuss. (10 marks)
- b) Stakeholders and the society at large pay key attention on the ethical performance of organizations thus making ethics a key component of management. Discuss approaches that a manager can employ to cultivate and create a more ethical culture within the firm (10 marks)