



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2016/2017

SECOND SEMESTER EXAMINATION FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY

BBA 924: ORGANIZATION THEORY AND BEHAVIOR

DATE: Friday, 19th May 2017

TIME: 5.30 p.m. - 8.30 p.m.

INSTRUCTIONS:

Answer ALL Questions

QUESTION ONE

The study of organizations has been described by scholars in management as one of the most dominant in the management discipline due to the nature of the concept of organizations. As a result, the study of organizations has attracted attention stretching far much early as the days of the industrial revolution.

Required:

- (i) Discuss why the concept of organizations holds such a vital position in management studies. (4 marks)
- (ii) Explain the nature of the key question addressed in the study of organizations. (6 marks)
- (iii) Clearly distinguish between the micro and macro perspectives to the study of organizations. (10 marks)

QUESTION TWO

The concept of organization structure is at the center of the main debate in organization theory.

Required:

- (i) What are the various dimensions of the concept of organization structure? (6 marks)
- (ii) Reflecting on the early research work by the Aston Group of researchers, explain from their findings the nature of the relationships among the dimensions of structure. (6 marks)

- (iii) Explain from the Aston Group findings and those of John Child how structure relates with the other imperatives used in the study of organizations at the macro level of analysis. (8 marks)

QUESTION THREE

A number of theories have been used by scholars to explain the sociological nature of organizations.

Required:

- (i) Briefly discuss each of the relevant theories. (7 marks)
- (ii) Discuss the main points of convergence among the theories and highlight the areas in which they compliment each other. (7 marks)
- (iii) Identify the main points from the theories that a manager can use to manage the behavior of people at work. (6 marks)

QUESTION FOUR

The behavior of people in organizations is an interesting area of study that the branch of management on OB gives serious attention to.

Required:

- (i) Briefly explain the main psychological determinants of the behavior of people at work. (8 marks)
- (ii) Explain the role of the various organizational level determinants of behavior. (8 marks)
- (iii) Discuss how the study of OB informs the HRM practice in organizations. (4 marks)

QUESTION FIVE

Even though the findings of Alfred Chandler gave clear insights on the relationship between the structure of an organization and its strategy, later studies by John Child as well as the typology by Miles and Snow introduced perspectives that have made the debate appear to be far from being conclusive.

Required:

- (i) Discuss the Chandlers thesis. (5 marks)
- (ii) Highlight the main points of child's thesis on the relationship between structure and strategy. (5 marks)
- (iii) Using the Miles and Snow typology, comment on the state of the debate on the relationship between structure and organizational strategy. (10 marks)