

CHUKA



UNIVERSITY

COLLEGE

UNIVERSITY EXAMINATIONS

**THIRD YEAR EXAMINATION FOR THE AWARD OF DEGREE OF
BACHELOR OF COMMERCE**

BCOM 300: ORGANIZATION THEORY

STREAMS: BCOM Y3

TIME: 2 HOURS

DAY/DATE: MONDAY 2/4/2012

11.30 A.M. -1.30 P.M.

INSTRUCTIONS:

Answer Question One (Compulsory) and any other Three Questions.
Do not write on the question paper.

Question One:

Read the Case below and answer questions that follow:

Effie Pardini supervised eleven accounting clerks in the budget and planning department of a large computer manufacturer. None of the clerks had accounting degrees but all were skilled in handling records and figures. They primarily prepared budgetary plans and analysis for operating departments. Data inputs were secured from the departments and from company records.

Pardini assigned projects to the clerks on the basis of their interests and skills. Some projects were more desirable than others because of prestige, challenge, the contacts required, or other factors; thus there were occasional conflicts over which a clerk was to receive a desirable project. One clerk who seemed especially sensitive and regularly complained about this issue was Sonia Prosser.

On one occasion Pardini received a desirable project and assigned it to a clerk by the name of Joe Madeni. Prosser was particularly distressed because she felt she should have had the assignment. She was so distressed that she retaliated by gathering up her assignment and putting it away in her desk. Then she took a book from her desk and started reading it. Since all the clerks were together in the same office, most of them observed her actions. She announced to one in a voice loud enough to be heard by others, "Nobody around here ever gives me a good assignment."

Pardini overheard Prosser's comment and looked up from her desk, noting what was happening. Pardini was angered, but she sat at her desk for five minutes wondering what to do. Meanwhile Prosser continued reading her book.

Questions:

(a) What leadership issues are raised by this incidence? [10 marks]

(b) Discuss what actions Pardini should take. [10 marks]

(c) Discuss autocratic and participative style of leaderships. [11 marks]

(Max 31)

Question Two:

Mr. Okello, a Manager is worried about a high rise in the number of informal groups in his organization, Jokelo Ltd. He fears that with time the situation will be out of hand since worker's performance has declined. Explain to him the reasons as to why workers join the groups and the steps of group development. [13 marks]

Question Three:

Organizational politics is healthy to the organization. Discuss. [13 marks]

Question Four:

(a) Discuss the characteristics of organizational development. [6 marks]

(b) Describe the organizational development process. [7 marks]

Question Five:

(a) Explain the forces of organization behaviour. [6 marks]

(b) Discuss the goals of organization behaviour. [7 marks]
