

LAIKIPIA



UNIVERSITY

UNIVERSITY EXAMINATIONS

2ND SEMESTER 2023/2024 ACADEMIC YEAR

SECOND YEAR EXAMINATION FOR THE DEGREE
OF BACHELOR OF AGRIBUSINESS OF
MANAGEMENT

AGBM 231: ORGANIZATIONAL THEORY

STREAM:

TIME: 2 HRS

DAY: WEDNESDAY [8.30-10.30 A.M] DATE: 17/04/2024

THIS QUESTION PAPER CONSISTS OF THREE (3) PAGES

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INSTRUCTIONS

Answer Question One and Any Other Two

QUESTION ONE

a) Systems leadership’ has emerged as a key concept in global Agribusiness companies alongside such related concepts as ‘systems thinking’, where emphasis is placed on the relationships between the parts that form a physical system in addition to understanding the individual parts and their environment separately. Explain the concept of “Wholism” and “Synergy” as characteristics of systems **(10 Marks)**

b) Frederick Winslow Taylor provided us with scientific management principles, which are now being implemented by all organizations in order to increase productivity. The principles help to achieve effective results.

Discuss, then the steps that can be followed to, apply scientific management in the workplace **(10 Marks)**

c) A mid-size organization in the Agricultural sector expressed frustration and helplessness regarding their inability to gain traction and achieve effectiveness

Explain, the approach that the firm could use to determine its effectiveness **(10 Marks)**

QUESTION TWO

a) The essential point of the competing values effectiveness model is that no single measure of effectiveness is, by itself satisfactory. Rather, different methods of assessing performance will be relevant for organisations having different underlying management values and orientations.

Illustrate using a well-drawn diagram and explain the competing values effectiveness model **(10 Marks)**

b) Discuss the Techniques for creating functional conflict. **(10 Marks)**

QUESTION THREE

a) The best known model of organizational growth was developed in the early 1970's by Larry Greiner. Greiner studied a number of organizations and from his observation, proposed that an organizations evolution is characterized by phases of prolonged and aim growth, Elaborate **(10 Marks)**

b) Some research studies have identified the symptoms of organizational decline along with secondary and primary causes of such decline. However, many insiders (employees and management) have denied that their fiems are on the decline

Outsiders (including researchers) have, however, pointed to some obvious indicators (dysfunctional consequences of such decline. Discuss what these consequences could be **(10 Marks)**

QUESTION FOUR

a) Illustrate, by the use of a diagram, and explain the organizational change process **(10 Marks)**

b) Organizational change is typically considered as moving from the status quo to a new, desired, state or configuration in order to match the environment.

Discuss the conditions that make change likely to be successful (how change can be facilitated) **(10 Marks)**

