



# **KIBABII UNIVERSITY COLLEGE (KIBUCO)**

## **MAIN CAMPUS**

**UNIVERSITY EXAMINATIONS  
2014 /2015 ACADEMIC YEAR**

**THIRD YEAR FIRST SEMESTER EXAMINATIONS**

**MAIN EXAMINATION**

## **FOR THE DEGREE OF BACHELOR EDUCATION (ARTS)**

**COURSE CODE:** EPM 910 E

**COURSE TITLE:** ORGANIZATIONAL THEORY

**DATE:** December, 2014

**TIME:**

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### **INSTRUCTIONS TO CANDIDATES:**

Answer Question ONE and any other Two Questions

TIME: 2 Hours

## **QUESTION ONE**

You have been appointed to a new school as the principal. The school has a large population comprising 1,600 students, 60 teachers, 2 deputies, 2 secretaries, two typists, 2 counsellors, two watchmen, 2 cateresses and 2 nurses.

This is your first posting as principal although you had been deputy for two years, in a school that had set high standards academically and in students become disruptive, and the deputies and staff supported them.

The school had adequate facilities but teachers began to lose interest in their work. Students seem to have no peace because teachers are not keeping them busy as they had done earlier. The deputies do not support you. But the non-teaching staff have no problem about the change in management.

The school BOG, PTA and the county Director of Education are determined that you stay on as principal.

- a) Using suitable examples, explain the possible reasons for problems experienced in the school currently. (5 marks)
- b) Identify the organizational structure in place and discuss what should be done to alleviate the situation (5 marks)
- c) Outline and explain steps you would take to ensure organizational effectiveness in the school. (5 marks)
- d) Discuss how your knowledge of organizational theory will assist you in making the situation compatible. (5 marks)

## **QUESTION TWO**

Organizations are viewed as systems at the same time, they are characterized with conflict.

- a) Distinguish between open systems from closed systems (5 marks)
- b) As an educational manager, explain why in your view, the school should be considered as a system (5 marks)
- c) Identify and explain briefly, the causes of conflict in schools (5 marks)
- d) Suggest strategies you could use to restore good work relationships to boost organizational effectiveness. (5 marks)

## **QUESTION THREE**

You have been the principal of your school for eight years, and the school has maintained an average performance in national examinations. Some of the teaching staff is not committed to their work, while some students are indisciplined.

There is persistent call by students and the public for a change in management, as a way to ensure improvement.

Using suitable examples, critically analyze the roles of the internal and external environments in efficient organizational management. (20 marks)

#### **QUESTION FOUR**

Communication is considered to be the “nerve centre” in the effective management of an organization.

- a) In your view, as an educational manager, what could be the barriers to effective communication in your school? (10 marks)
- b) Discuss how you, as an educational manager in your school, may improve communication. (10 marks)

#### **QUESTION FIVE**

Your organization structure is the visible representation for a whole set of underlying activities and processes in the organization.

- a) Briefly discuss the elements of organization structure. (5 marks)
- b) You are an experienced manager in a medium size organization which is facing challenges and there is pressure for change. Discuss the conditions under which the Matrix structure may prove to be useful. (5 marks)
- c) Discuss how advanced information technology may be used in promotion or organizational effectiveness. (10 marks)