



**KIBABII UNIVERSITY COLLEGE**

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**DEPARTMENT OF EDUCATIONAL PLANNING AND MANAGEMENT**

**EXAMINATION FOR 2014/2015 ACADEMIC YEAR**

**DEGREE OF MASTER OF EDUCATION**

**COURSE CODE: 818**

**COURSE TITLE: ORGANIZATION THEORY**

**DATE: APRIL 2014**

**TIME:**

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**Instructions to candidates**

Answer questions ONE and any other TWO questions.

## QUESTION ONE

You have been appointed the new principal of Kibabi university High School. The school has 1,200 students, 70 teachers, deputy principal, 4, secretaries and 2 guidance counsellors. You have been a deputy principal in another school, from a different county. When the opportunity presented itself, you applied and were hired and so eager to do well in your first job as a principal.

Your predecessor Mr.Njeke was a very popular principal who retired after 30 years on the job. Most veteran staff members liked his unobtrusive style. He permitted teachers to do just about anything they wanted as long as it caused no problems in the community, for most part of the community was apathetic. He had groomed his 10 year deputy principal to take over the reins- so it was a bombshell when the county educational board decided to go outside to hire a successor. The county educational board selected you because of your vision of the school with high academic standards. The board also wanted you as a principal because they liked your progressive ideas and energy had given you a mandate for change.

You arrived at Kibabi university High School just a month before the school opened and now you have been on job for nearly two months. You really believe you can turn things around, but it is not going too easy as you originally thought. You have inherited a loyal staff; unfortunately they are loyal to Mr Njeke (the former principal) and his deputy. It seems you are being opposed on every issue. There are virtually no operating procedures in this school; teachers do what they want to do and the result is chaos. Your deputy is distant and not particularly helpful; you get the impression that he is working to undermine you. The school board and education department expect good results and change but you are blocked everywhere you turn. You are in charge and you have the support of the board and education department. You must act, but you need help and you need a plan.

- a) Discuss how the study of organization theory will help you deal with such a situation (5mks)
- b) Examine the organizational structure and clearly explain what might be causing these problems (5mks)
- c) What kind of organizational design choices do you need to make to solve the problems? Justify your answer. (5mks)
- d) What do you think are the possible reasons for employee resistance to change in this school? (5mks)
- e) What strategies will you adopt in managing change in Kibabi university High School? (5mks)
- f) How can you use the goal-attainment approach to evaluate your organization's effectiveness? (5mks)

## QUESTION TWO

Max Weber advocated bureaucracy to enhance efficiency in organizations. Paradoxically, it seems bureaucracy is often viewed as inefficient.

a) Discuss Weber's approach to bureaucracy. (6 mks)

b) Giving relevant examples, explain FIVE reasons for its apparent failure. (9mks)

### **QUESTION THREE**

Your organization has been undergoing major changes aimed at improving its effectiveness. Team work is an option the management is considering adopting in order to improve its work productivity. You have been asked by the chief executive officer to prepare a working document for team work for the organization.

a) Identify any five potential challenges of teams in this organization. (2.5mks)

b) Explain Five benefits of team-working in this organization (2.5mks)

c) Discuss Five strategies you are likely to recommend to realize effective team-work in this organization. (10mks)

### **QUESTION FOUR**

According to Burns and Stalker, "The most effective structure in any organization is the one that adjusts to the requirements of the environment." Justify this statement. (15mks)

### **QUESTION FIVE**

Communication is considered to be the most important ingredient of the management process. Communication can make or break a career or organization.

As a school principal, discuss five barriers to effective communication in your school and suggest possible ways of improvement. (15mks)