



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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**MAIN EXAMINATION**

**MAY – JULY 2016 TRIMESTER**

**FACULTY OF COMMERCE**

**MBA EVENING PROGRAMME**

**CMM 510: MANAGEMENT AND ORGANIZATIONAL ANALYSIS**

**Date: JULY 2015**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer Question ONE and any other TWO Questions**

Q1. Read the case study: The Uphill Battle at Eastman Kodak and answer the following questions.

- a) Describe Kodak's culture in detail. What is the importance and limitation of organizational culture. **(5 marks)**
- b) If you were hired as a consultant by Kodak's board, what recommendations would you make to improve the company's effectiveness? Discuss strategic constituencies approach in terms of how to make it operative. **(5 marks)**
- c) Identify any SIX sectors or subdivision of an external environment with reference to the case study. **(5 marks)**
- d) Assuming you are the CEO of Kodak, what internal strategies would you apply to manage environmental uncertainties. **(5 marks)**

- Q2.
- a) Describe the contributions of Paul Lawrence and Jay Lorish who researched on the relationship between environmental differences and organizational structure. **(10 marks)**
  - b) The Weberian bureaucracy has been criticized by social scientists. By identifying all the criticisms, give an example of each criticism you have identified. **(10 marks)**

- Q3. a) Managers have formalization techniques by which they can bring about standardization of employee behaviour. Describe each technique. **(10 marks)**
- b) Discuss the concept of organizational structure and the limitations of organizational chart. **(10 marks)**
- Q4. a) Discuss the THREE types of complexity and explain why it is important. **(10 marks)**
- b) Discuss the population ecology view and any TWO of its assumptions. **(10 marks)**
- Q5. a) A manager said “I believe in decentralized authority with centralized control” This seemingly contradictory statement shows that the idea of (dis) centralization is problematic. Discuss any THREE of the dimensions of the problem by asking critical questions. **(10 marks)**
- b) Discuss the THREE dimensional model of the environment. **(10 marks)**

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