



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A

MAIN EXAMINATION

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AUGUST - DECEMBER 2018 TRIMESTER

FACULTY OF COMMERCE

DEPARTMENT OF MARKETING AND MANAGEMENT

REGULAR PROGRAMME

CMD 082: ORGANIZATIONAL ANALYSIS

Date: DECEMBER 2018

Duration: 2 Hours

INSTRUCTIONS: Answer Question ONE and ANY OTHER TWO Questions

- Q1. An organization needs to be systems driven to be effective. With reference to a company of your choice,
- a) Justify with examples the definition of a system. **(3 marks)**
 - b) Explain THREE characteristics of systems. **(6 marks)**
 - c) Differentiate between open systems and closed systems. **(4 marks)**
 - d) Explain the relevance of systems thinking to leaders and managers of today's organizations in FIVE points using examples. **(5 marks)**
 - e) Briefly explain THREE informational roles and THREE decisional roles of managers according to Henry Mintzberg. **(6 marks)**
 - f) Explain any SIX drivers of organizational change in today's organization. **(6 marks)**
- Q2. Discuss the phases that build the life cycle of an organization of your choice and show the implications of each stage to managers and leaders of today. **(20 marks)**
- Q3. Conflict is inevitable as it is bound to occur any time within an organization; as such, 21st Century managers should stay alert and embrace change whenever it

is necessary. Advise the management of any company of your choice on the following;

- a) Explain SIX causes of conflict in organizations **(6 marks)**
- b) Six impacts of conflict in organizations. **(6 marks)**
- c) Strategies on how to manage conflict for efficiency and effectiveness in an organization. **(8 marks)**

Q4. You are attending a management meeting for the first time after your appointment as the coordinator of strategic implementation at Safaricom Ltd. You are required to explain to the panel some reasons that cause strategies to fail during implementation. Among them is organizational change. Explain to the panel;

- a) FIVE importance of change. **(5 marks)**
- b) FIVE drivers of change. **(5 marks)**
- c) FIVE reasons for resistance to change. **(5 marks)**
- d) FIVE strategies of managing change in an organization to attain effectiveness **(5 marks)**

END