



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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MAIN EXAMINATION

JANUARY – APRIL 2019 TRIMESTER

FACULTY OF COMMERCE

DEPARTMENT OF MARKETING AND MANAGEMENT

REGULAR PROGRAMME

CMD 082: ORGANIZATIONAL ANALYSIS

Date: APRIL 2019

Duration: 2 Hours

INSTRUCTIONS: Answer Question ONE and ANY OTHER TWO Questions

- Q1. An organization is a social arrangement comprising of two or more people having similar objectives and existing in a dynamic environment.
- a) Discuss five characteristics of an organization **(5 marks)**
 - b) Explain how the organization is an open system **(3 marks)**
 - c) Discuss the effects of individual stress on an organization **(8 marks)**
 - d) There are a number of power sources for leaders. Required explain 6 different sources of power **(6 marks)**
 - e) Briefly explain to your colleagues the importance of ethics in an organization **(8 marks)**
- Q2. Discuss the organizational lifecycle and describe five (5) phases **(20 Marks)**
- Q3. a) Advise the Manager in your department the measures he/she should take in order to help subordinates cope with stress. **(10 marks)**
- b) External environment affects the organizations both directly and indirectly. Explain five external factors that affect the organization operations **(10marks)**

- Q4. a) Advise any organization of your choice the different strategies it can use to manage conflict in order to enhance efficiency and effectiveness. **(10 marks)**
- b) Managers perform challenging tasks that require competencies and skills for them to succeed. Required explain the core skill and competencies required for effective leadership. **(10 marks)**

END