



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT SCIENCE

UNIVERSITY EXAMINATION FOR:

DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION

BMG 6101: ORGANIZATION DYNAMICS

END OF SEMESTER EXAMINATION 1

SERIES: DECEMBER 2016

TIME: 3 HOURS

DATE: Pick Date Dec 2016

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt question ONE (Compulsory) and any other **TWO** questions.

Do not write on the question paper.

Attempt Question ONE (Compulsory) and any other THREE.

Question ONE (COMPULSORY)

Lakers Hospital

Lakers Hospital was built two years ago and currently has a workforce of 200 people. The hospital is small but because it is new, it is extremely efficient. The board has voted to increase its capacity from 60 to 190 beds. By this time next year, the hospital will be over three times as large as it is now in terms of bed and personnel.

The administrator, Clara feels that the major problem with this proposed increase is that the hospital will lose its efficiency. "I want to hire people who are just like our current team of personnel-hard working dedicated, talented, and able to interact well with patients. If we triple the number of employees, I don't see how it will be possible to maintain our quality patient care. We are going to lose our family atmosphere. We will be inundated with mediocrity, and we'll end up being like every other institution in the local area- large and uncaring!"

The chairman of the board is also concerned about the effect of hiring such a large number of employees. However, he believes that Clara is overreacting. "It can't be that hard to find people who are like our current staff. There must be a lot of people out there who are just as good. What you need to do is develop a plan of action

that will allow you to carefully screen those who will fit into your current organizational culture and those who will not. It's not going to be as difficult as you believe. Trust me. Everything will work out just fine."

As a result of the chairman's comments, Clara has decided that the most effective way of dealing with the situation is to develop a plan of action. She intends to meet with her administrative group and determine the best way of screening incoming candidates and helping those who are hired to become socialized in terms of the hospital's culture. Clara has called a meeting for the day after tomorrow. At that time she intends to discuss her ideas, get suggestions from her people, and then formulate a plan of action. "We've come too far to lose it all now," she told her administrative staff assistant. "If we keep our wits about us, I think we can continue to keep Lakers as the showcase hospital in this region."

Required:

(a) How can Clara ensure that those who are hired come to accept the core cultural values of the hospital? What steps would you recommend? (10 Marks)

(b) Every organization endeavors to enhance employee performance in order to become more competitive and profitable in the corporate world. The organizational dynamics is one of the emerging focus areas and also a strategic tool, to enhance organizational competitiveness. Discuss what is organization dynamics and its impact on organization performance. (15 Marks)

Question TWO

(a) Despite the significant barriers and resistance to change, organizational cultures can be managed and changed over time. Discuss how this can be achieved. (10 Marks)

(b) Briefly define the horizontal, network and virtual organization designs. How do they differ from classical design? How do they better meet the challenges of the new environment? (15 Marks)

Question THREE

(a) Organizational dynamics integrates the relevant contents of various disciplines to make them applicable to organizational analysis. Discuss the concept of system dynamics. (15 Marks)

(b) Organizational change is often overcomplicated by bad execution and lack of clarity and a plan. Discuss the Challenge for Successful Organization change. (10 Marks)

Question FOUR

(a) Leaders use the various types of power to influence others to do what is necessary to accomplish organizational goals. Discuss the characteristics that affect dependency and power in organizations. (15 Marks)

(b) Organization theory is concerned with explaining the organization as a whole or populations of organizations. Discuss how Organization Theories explain the Dynamic of the Diverse Workplace. (10 marks)

Question FIVE

(a) The concept of teamwork is a fundamental change in the way work is organized. Discuss the different stages of team development and how each stage impacts organization performance. (15 Marks)

(b) What is the difference between synergy and value creation with respect to strategy.

(10 Marks)