



GARISSA UNIVERSITY

UNIVERSITY EXAMINATION **2017/2018** ACADEMIC YEAR **ONE** **FIRST** SEMESTER EXAMINATION

SCHOOL OF EDUCATION, ARTS AND SOCIAL SCIENCES

FOR THE DOCTOR OF PHILOSOPHY IN EDUCATIONAL
ADMINISTRATION

COURSE CODE: EMP 905

COURSE TITLE: ORGANIZATION THEORY

EXAMINATION DURATION: 3 HOURS

DATE: 25/04/18

TIME: 2.00-5.00 PM

INSTRUCTION TO CANDIDATES

- The examination has **SIX (6)** questions
- Question **ONE (1)** is **COMPULSORY**
- Choose any other **THREE (3)** questions from the remaining **FIVE (5)** questions
- Use sketch diagrams to illustrate your answer whenever necessary
- Do not carry mobile phones or any other written materials in examination room
- Do not write on this paper

This paper consists of **FOUR (4)** printed pages

please turn over



QUESTION ONE (COMPULSORY)

Read the following case study and answer the questions that follow

THE UPHILL TASK

Eastman Kodak co. has some serious problems. Although it once totally dominated the market, photo processing, and camera business, it has recently fallen on hard times. Once the industry, it now seems to let others dictate what it will do. Significant problems have developed with the quality of its products. Competitors have successfully penetrated many of its market. And to add insult to injury over the last four year, top U.S executives have dropped Kodak from 4th to 70th on fortune's list of the most admired major U.S corporations.

Twenty years ago, Kodak led the industry in technology. Today, it increasingly chases Japan's Fuji photo film co. for example, Kodak's virtual monopoly of the domestic market for color-negative film has been cut to 82 per cent; and Fuji, not Kodak, now produces the world's fastest color-print still film.

A great deal of Fuji's success has been due to the perception by consumers that Kodak quality is not what used to be. Between 1982 and 1987, Kodak's annual photo-finishing sales plunged from \$200 million, which can largely be attributed to complaints by customers about blurry and grainy quality prints.

Kodak efforts to expand sales in the camera market have also suffered serious setbacks. Its introduction of an instant camera 1976 led to a decade long patent –infringement suit by Polaroid. Kodak lost the suit and, in addition to paying a huge settlement, had to agree with draw from this market. In 1982, in an effort to expand its share of amateur photography market, Kodak introduced its disk camera. It was easy –to-use and inexpensive, but produced poor quality pictures. It failed largely because Japanese competitors concentrated on simplifying their high quality thirty five –millimeter cameras. How did Kodak lose touch with its market? The answer to the question seems to le in the organizations traditions. The company cultivated fierce loyalty from employees through such rigidly following its 'promote-from –within' policy, providing large annual bonuses and offering free noontime movies.

Since Kodak perceived itself as a technology driven company, promotion criteria favored engineers. As engineers, Kodak executives believed in perfection, no matter how long it took. One classic illustration of this love of tradition was the case of a supervisor who had recently retired. He had kept employment records from the 1950s in his office drawer “because they had always been there”

Management style at Kodak could best be described as centralized, patient and paternalistic. Decisions percolated to the top for even minor issues. The head of photographic and information products, for instance, could be called upon to make a decision on any one of the 50,000 products. This style was



effective as long as competitors were impotent, and Kodak's technology and quality standards led the industry. In times of change, however, it made Kodak slow to respond. Even though Kodak was the first choice of the organizers to be the film sponsors for the 1984 Olympic games, it fused so long over the contract that the organizers turned to a more amenable and eager Fuji. Kodak executives then were furious when they learned that Fuji had gotten the sponsorship.

The man who has to deal with these problems, Colby Chandler, Kodak's chairman, in many respects mirrors the company for which he works. An engineer by training, he is conservative, down-to-earth, and a genuine "nice guy"

QUESTIONS

- (a) Critically evaluate Kodak's culture in terms of the key components of an organization and the organization processes within **[5 marks]**
- (b) How has the environment affected Kodak? Critique Kodak's response to these effects. **[5 marks]**
- (c) As an organization theory expert hired by Kodak's board, outline and explain the recommendations you would make to improve the organizations effectiveness. **[5 marks]**
- (d) With reference to the case, discuss how organizations can effectively manage change in today's organizations. **[5 marks]**

QUESTION TWO

The current state of organization theory is the result of an evolution process. Over a period of many decades, academics and practitioners from diverse background and with diverse perspectives have studied and analyzed organizations. In light of this, discuss the contributions of Adam Smith, Max Weber, Fredrick Taylor and Elton Mayo to the development of organization theory. **[20 marks]**

QUESTION THREE

- (a) Discuss the impact of individual differences in our understanding of behavior in the organization. **[10 marks]**
- (b) Differentiation and integration are referred to as the key elements of structure. Explain in details the role and importance of these two key elements. **[10 marks]**



QUESTION FOUR

“For a business firm, the bottom line is profit”

Evaluate this statement drawing your argument from the different approaches to assessing effectiveness in organizations. **[20 marks]**

QUESTION FIVE

The environment is a source of opportunities and threats to an organization. Opportunities such as, access to necessary resource and markets, and threats in the form of uncertainty dependence and scarcity

- i. Critically examine how organizations can learn about these external conditions through boundary spanning and environment scanning activities. **[10 marks]**
- ii. From an ecological perspective, discuss how organizations can adapt or respond to environmental conditions. **[10 marks]**

QUESTION SIX

- (a) Discuss the relationship between technology and structure as expounded by Joan Woodward. **[3 marks]**
- (b) Discuss the principles of managing effective communication process in the 21st century **[3 marks]**
- (c) Discuss the critical barriers of communication and how to overcome them **[7 marks]**

