



**DEDAN KIMATHI UNIVERSITY OF TECHNOLOGY  
FINAL EXAMINATION**

**MAY – AUGUST 2018  
FOR PHD 1.2 MAIN CAMPUS**

**DBA 5102: ORGANIZATION THEORY AND BEHAVIOUR**

**Time: 3 Hours**

**INSTRUCTIONS: Answer Question ONE and any other THREE.**

**QUESTION ONE**

a) Read the following short passage and answer the questions that follow.

Top retail chain Naivas Supermarket has partnered with e-commerce firm Jumia to enable shoppers in the vicinity of the retailer's Prestige Plaza outlet to buy goods from the comfort of their homes. In the partnership deal signed on Monday, shoppers will use Jumia's network for home deliveries. The deal offers residents of Community Area, Hurlingham, Mbagathi, Kileleshwa and Lavington an opportunity to shop at Naivas Food Market Prestige on Ngong Road using the Jumia Food application.

"This new development is an important step towards realising Naivas' mission and especially with the changing environment in the retail sector as shoppers now want to make fewer trips to the stores. "Our aim is to serve Kenyans at every possible opportunity by providing a mobile experience that makes it easy for them to acquire products as quickly as possible at their own convenience," said Naivas chief commercial officer, Willy Kimani. Naivas plans to roll out similar deals across its 70 outlets in the country.

"This partnership allows our consumers to save time and money, since most of their daily household needs are available at the click of a button. The partnership will enable shoppers a contact-free shopping experience as we ensure that everything the consumer wants is delivered to their doorstep," said Kenneth Oyolla, the chief commercial officer at Jumia Kenya. The two firms join a trend in which retailers and restaurants have been partnering with logistics companies to ease delivery of goods especially coming in the wake of movement restrictions imposed to slow down the spread of the global coronavirus pandemic. Naivas has a similar deal with online delivery firm Glovo. Both Naivas

and Jumia target to ride on increased online shopping to ease shoppers experience with the option for delivery to their doorsteps.

- i. What would you call the organization strategy applied by Naivas and Jumia in coming up with the partnership? (2 marks)
  - ii. Identify any FIVE stakeholders of this partnership. (5 marks)
  - iii. Outline any TWO benefits for each of the stakeholders, cited in b) above, from the partnership. (10 marks)
  - iv. Highlight any THREE innovations that seem to have made the partnership possible. (3 marks)
  - v. Identify any THREE challenges that are likely to confront achievement of the partnership objectives. (3 marks)
- b) Give any THREE reasons as to why management students need to learn organization theory and behaviour. (3 marks)
- c) Explain any FIVE organization tools that are used in expressing organization intent. (10 marks)
- d) Explain any FOUR ways of creating a positive work environment in an organization. (4 marks)

## **QUESTION TWO**

- a) Outline FIVE ways in which organization structure can be used to enhance organization effectiveness. (10 marks)
- b) Discuss how the Mckinsey 7 S model can be used in helping struggling organizations in Kenya. (10 marks)

## **QUESTION THREE**

- a) Discuss any FIVE activities organizations may conduct in an effort to promote a culture of innovation. (10 marks)
- b) Outline how BCG matrix can be used in organization decision making. (10 marks)

## **QUESTION FOUR**

- a) Briefly explain the concept of organization development and key initiatives used in trying to attain it. (10 marks)
- b) Discuss any FIVE challenges facing organization theory and behaviour professionals. (10 marks)

## **QUESTION FIVE**

- a) Identify any FIVE common informal groups in an organization and how their interests can be taken care of. (10 marks)
- b) Discuss any FIVE ways in which information has become the key driver of progress in today organizations. (10 marks)