UGANDA MARTYRS UNIVERSITY
FACULTY OF AGRICULTURE
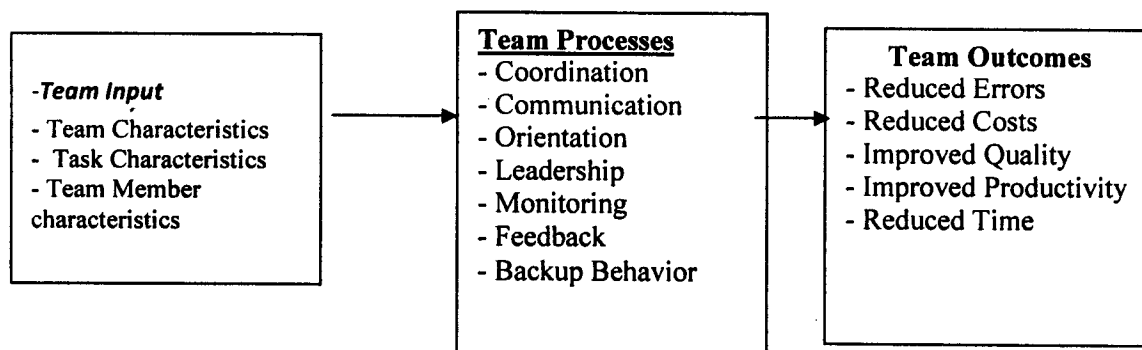
Bachelor of Science in Organic Agriculture

Year 4 Final Assessment: Academic Year 2014/2015
Module OA 15: Organizational Development in Organic Agriculture
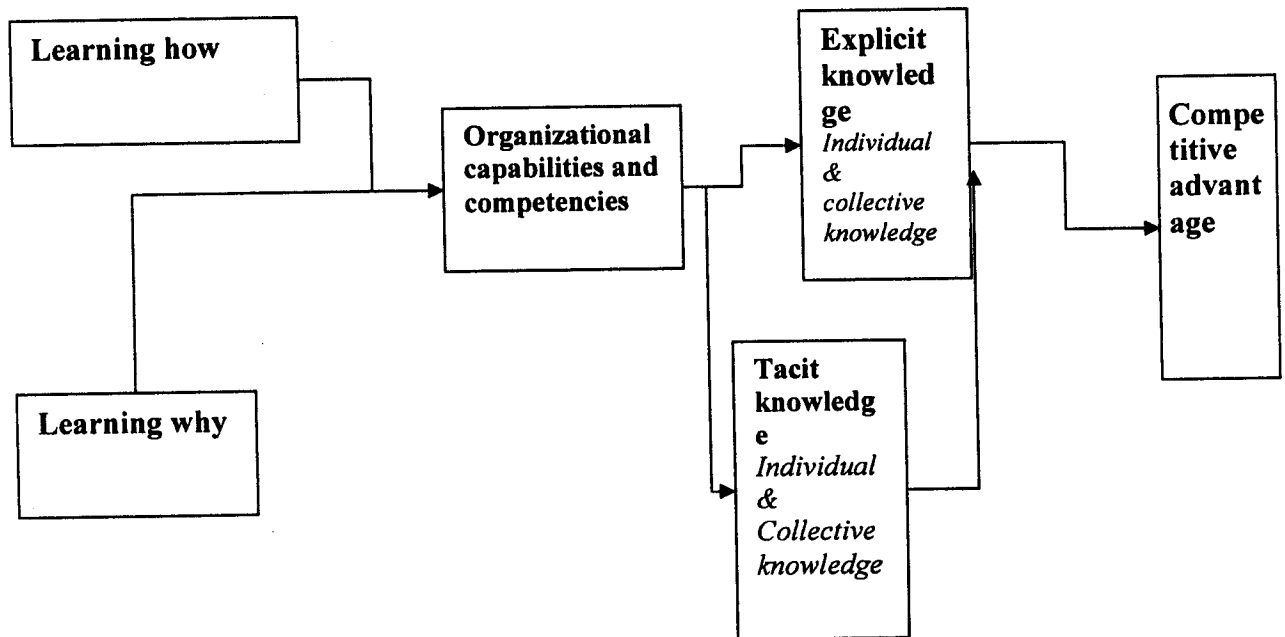
Date: Tuesday, 7th July, 2015 Time: 10:00₀m – 01:00pm

Instructions

- *Read the following before answering the examination paper*
- *Do not write anything on this question paper*
- *Answer only four questions*
- *Begin a new number on a fresh page*
- *Credit will be given for use of relevant examples and illustrations*

1. Suppose you are an investment analyst trying to evaluate the long-term profitability of a company. What are some of the observable factors you might consider in making a judgment? (25 Marks)

2. a. Why is team performance measurement important (5 marks)
   b. Explain the Team performance measurement model below (for each of the team outcomes give an example from organic agriculture). (20 marks)

Team Input	**Team Processes**	**Team Outcomes**
- Team Characteristics - Task Characteristics - Team Member characteristics	- Coordination - Communication - Orientation - Leadership - Monitoring - Feedback - Backup Behavior	- Reduced Errors - Reduced Costs - Improved Quality - Improved Productivity - Reduced Time

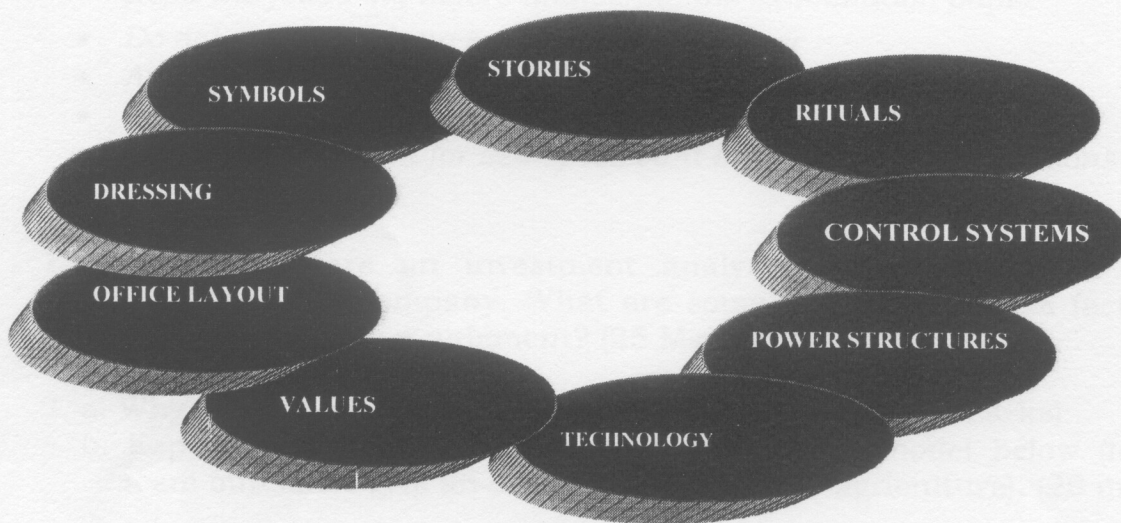3. The figure below explains the connection between organizational learning and competitive advantage. Explain the elements in the boxes and how they finally lead to competitive advantage for an organization. (25 Marks)

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┌──────────────────┐
│  Learning how    │──────────┐
└──────────────────┘          │
                              ▼                    ┌─────────────────┐
                      ┌──────────────────┐         │ Explicit        │
                      │ Organizational   │────────▶│ knowled         │
                      │ capabilities and │         │ ge              │        ┌──────────┐
                      │ competencies     │         │ Individual      │        │ Compe    │
┌──────────────────┐  └──────────────────┘         │ &               │───────▶│ titive   │
│  Learning why    │──────────┘                    │ collective      │        │ advant   │
└──────────────────┘                               │ knowledge       │        │ age      │
                                                   └─────────────────┘        └──────────┘
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                                                   │ e               │
                                                   │ Individual      │
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                                                   │ knowledge       │
                                                   └─────────────────┘
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4. a. Discuss at least 10 challenges that organic farmers in Africa face that necessitate them to have cooperatives (15 marks)

   b. Illustrate how a hybrid cooperative can be benefial to an organic farmer (10 marks)

5. Apply the social capital model below to an agricultural organization you know and explain how social capital led to its development (25 marks)

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┌─────────────────────────┐                          ┌─────────────────────────┐
│  Social structure       │                          │  Social capital         │
│                         │                          │  Benefits               │
│  ┌──────────────┐       │      ┌──────────────┐     │                         │
│  │ Market       │       │   ▶  │ Opportunity  │ ─┐  │  Information            │
│  │ Relations    │       │  ╱   └──────────────┘  │  │                         │
│  └──────────────┘       │ ╱                      ▶  │                         │
│        ▲                │╱                          │  Influence,             │
│        │                │      ┌──────────────┐     │  Control,               │
│        ▼                │ ───▶ │ Motivation   │ ──▶ │  Power                  │
│  ┌──────────────┐       │ ╲    └──────────────┘     │                         │
│  │ Social       │       │  ╲                     ▶  │                         │
│  │ Relations    │       │   ╲                    │  │                         │
│  └──────────────┘       │    ╲ ┌──────────────┐  │  │  Solidarity,            │
│        ▲                │   ▶  │ Ability      │ ─┘  │                         │
│        │                │      └──────────────┘     │  Trust                  │
│        ▼                │                          │                         │
│  ┌──────────────┐       │                          │                         │
│  │ Hierarchical │       │                          │                         │
│  │ Relations    │       │                          │                         │
│  └──────────────┘       │                          │                         │
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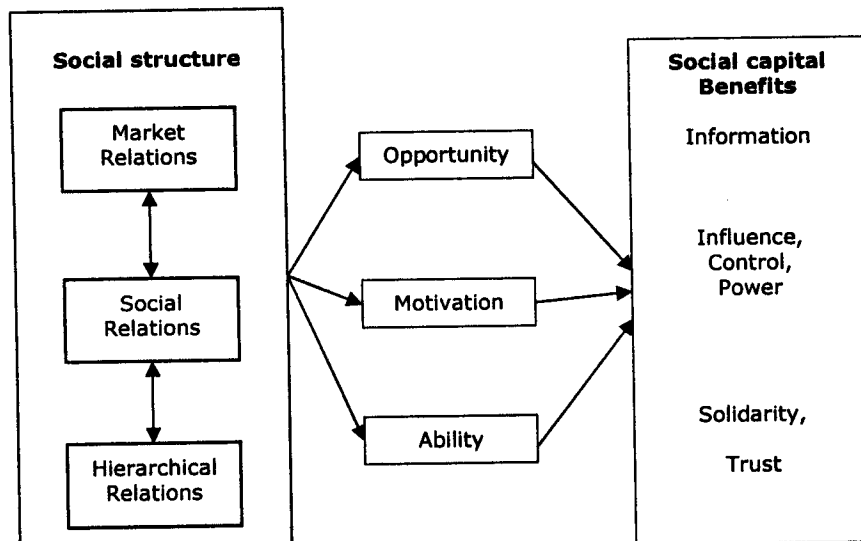
6. There are four commonly used bases of departmentalization, explain what they are and give at least one advantage and one disadvantage of each
   a. Functional departmentalization
   b. Geographical departmentalization
   c. Product departmentalization
   d. Customer/market departmentalization

7. Why is organization culture important for the performance of an organization? **(7 marks)**

   b. With illustrations relate the cultural web below to UMU **(18 marks)**

END