

CHUKA



UNIVERSITY

## UNIVERSITY EXAMINATIONS

**EXAMINATION FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION**

**MBAD 842: ORGANIZATIONAL MANAGEMENT****STREAMS: MBAD****TIME: 3 HOURS****DAY/DATE: WEDNESDAY 14/07/2021****08.30 A.M. – 11.30 A.M.****INSTRUCTIONS:**

- **Answer ALL question**

**QUESTION ONE****A ROYAL FLUSH**

Timmons fisheries has been a leading distributor of fish products in the Mid-Atlantic States for the past quarter of a century. Timmons is known for its flesh fish, its frozen fish products and its distribution of exotic fish. Until five years ago, Timmons had experienced continual growth. Although its packaging and distribution workers were unionized, Timmons had been more than willing to pass on the workers part of the profits made. However, profits have not been very good lately. To help alleviate the burden, Timmons management has turned to the union representatives, its workers, and has asked give backs in wages and benefits of \$2.50 per hour. Failure to adopt a cost cutting measure may lead to bankruptcy. After three months strike the Union gave in to managements demand. Surprisingly the management increased salaries and urged for the whole period the organization was experiencing problems no manager was given a raise. This decision had been made before the strike to keep the managers from resigning but unfortunately had coincided with the unions wage cut.

- (a) Basing your argument from scientist management studies, discuss whether managements decision was fair. (12 marks)
- (b) Assuming you were the president of Timmons and informed by the managerial Grid leadership approach explain how you would have handled the situation. (8 marks)

**QUESTION TWO**

- (a) Some organizations are more successful than others. Analyze the managerial ad structural support features that enhance this successful in organizations. (10 marks)
- (b) Assess the applicability of scientific management theories in today's business organizations and indicate consequences of upholding proposals by these early scholars. (10 marks)

**QUESTION THREE**

- (a) Explain factors that influence design and redesign of organizations in the 21<sup>st</sup> Century. (8 marks)
- (b) Organization's effectiveness is determined by its stakeholders. Using the constituency approach to organizational effectiveness justify this statement. (12 marks)

**QUESTION FOUR**

- (a) Explain the reasons why people resist change and using Kotter Theory explain methods of overcoming this resistance. (12 marks)
- (b) Using examples describe the systems approach to management of organizations. (8 marks)

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