

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: MONDAY 03/12/2018

2.30 PM – 5.30 PM

INSTRUCTIONS:

ANSWER ALL QUESTIONS

Question One

Situation: The Jones Company operates a centrally located storeroom in their manufacturing complex. Every afternoon each craft foreman (Tin shop, electric shop, Iron workers, etc) writes a requisition for common use items that will be required for the next day's work. These common use items include nuts, bolts, screws, washers, flashlight batteries and gloves. All specialty items are ordered separately. During the night shift, storeroom personnel fill the orders of items requested by the craft foreman. Each morning, one or two workers from each department go to the storeroom with a four-wheel platform truck to pick up the filled order.

Required:

- (a) Explain how time spent travelling to and from the described storeroom can be reduced, thus eliminating or decreasing crafts personnel travel time? [8 marks]
- (b) According to the classical school of thinking, the management should embrace the concept of work specialization by assigning tasks to employees in the areas of expertise. Discuss the advantages and disadvantages of specialization. [10 marks]
- (c) Ajay, 23-year-old fresh MBA with HR, starts his career as a junior HR executive at Raj Manufacturing House. His boss is a simple B.com degree holder with 4 years of handy experience. He does not like Ajay's joining the company and therefore tortures him by different ways. He wants Ajay to resign so he almost harasses him by laying politics in background. Ajay comes to know about this.

Required:

- (i) Explain what the reason for the boss negative behavior is likely to be. [6 marks]
- (ii) If you were consultant, what advise would you give Jay. [6 marks]

Question Two

- (a) Explain why succession management is an important issue in an organization. [6 marks]
- (b) Explain the methods used in management development. [8 marks]
- (c) An organization in the manufacturing industry has adopted a technology to quicken its processes but employees seem not ready to embrace it. Explain why the employees may be opposed to the new technology. [6 marks]

Question Three

- (a) Explain the various phases through which groups develop, showing the role of leadership in each phase. [10 marks]
- (b) Leaders are made, not born. Discuss this statement. [10 marks]

Question Four

- (a) Explain the reasons why many employees may be opposed to performance appraisals. [6 marks]
 - (b) How should an organization use information derived from a performance appraisal exercise.? [6 marks]
 - (c) Explain the key functions of organizational culture. [8 marks]
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