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**JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY**
University Examinations 2018/2019

**YEAR 1 SEMESTER 2 EXAMINATION FOR THE DEGREE OF
BACHELOR OF CORPORATE COMMUNICATION AND MANAGEMENT
HCM 2105: THEORIES OF MANAGEMENT**

DATE: APRIL 2019

TIME: 2 HOURS

**INSTRUCTIONS: ANSWER QUESTION ONE (COMPULSORY) AND ANY
OTHER TWO QUESTIONS**

QUESTION ONE

Unga Bora Company Ltd was established in the year 2014 and deals with the distribution of maize flour in Western Province. However, due to increased demand of the commodity, the company opened another branch in the neighboring Nyanza Province. This forced the management to hire a manager who could assist the company to cope up with the emerging challenges of customers' satisfaction. Mr. John Brown took up this prestigious position of a manager since he had wide range of experience having worked in the same position at Maisha Bora Company Ltd for five years. However, during his two years in office, the company did well but after this the company's fortunes dwindled. The management blamed him for lacking certain skills which could have steered the company to greater height of prosperity.

- A) With reference to the above case, organizations today must interact with internal and external factors that impact on the performance of organizations. Using the relevant theory, elucidate. (10 Marks)
- B) With the increasing recognition of the pivotal role managers play in organisational performance comes the need for better understanding of the Taylorism Approach. Explain the relevance of this statement in relation to the above case. (10 Marks)
- C) Describe the contributions of the behavioural sciences in helping managers in their tasks of managing people within organizations. (10 Marks)

QUESTION TWO

- A) "Failed organizational change initiatives leave in their wake cynical and burned out employees, making the next change objective even more difficult to accomplish." Discuss the above statement using a relevant theory and example from your own experience. (10 Marks)
- B) As individuals, people possess different characteristics that either positively or negatively affect their attitude and behaviour. Describe carefully individual factors effecting management. (10 Marks)

QUESTION THREE

- A. With reference to the systems theory explain how an organization operates and how managers can improve operational efficiency. (10 Marks)
- B. "As organizations evolve and come to be seen as dynamic, the concept of how they change and methods by which they manage change have continued to be refined." Discuss the contemporary and future of management. (10 Marks)

QUESTION FOUR

- A) An organisation has recently decided to implement performance appraisal so as to enhance the performance of its employees. However, there is a lot of reluctance from the trade unions to implement this concept as according to them it has a lot of limitations. Explain to the representative of the trade unions on the ways in which the problems associated with performance appraisal can be avoided using a relevant behavioral management approach. (10 Marks)
- B) A local art gallery was run by volunteers. The volunteers tended to flock to whatever project was exciting at the time. There were no consequences to the volunteers in switching projects and no control over the quality of work. One volunteer's personal hygiene became an issue, but no one could tell him to stay away, because no one was in charge. As a blue eyed expert in theories of management, the art gallery can benefit from which theory of management? (10 marks)