

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION

MBAD 842: ORGANIZATIONAL MANAGEMENT

STREAMS: MBAD

TIME: 3 HOURS

DAY/DATE: TUESDAY 06/03/2021

8.30 A.M. – 10.30 A.M.

INSTRUCTIONS: ANSWER ALL QUESTIONS

QUESTION ONE

(a) Two years ago the management of a foreign company invested in a joint venture with Mcland Company for production of wood. The company is situated on the east of the forest and its main activity is logging. Several roads have been constructed for the trucks that transport the wood. The company, a joint venture further has a plant that processes milk for transport and sale to the nearest town but the plant operates under capacity due to lack of adequate manpower. Employees of the organizations are at times requested to work in different departments with reporting relationships not expressly stated. In the same town the tourist industry has been growing and some employees have been suggesting need for business diversification. The management and workers of the two businesses have ideas for expansion and on how to improve the company's performance.

(i) Explain the challenges facing the organization and possible solution to these challenges. [10 marks]

(ii) Suggest the leadership style that ought to be adopted and justify on the reasons why it's the best leadership approach [10 marks]

(b) Describe proposals by Henri Fayol on issues relating to an organizations structure. [10 marks]

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QUESTION TWO

(a) Due to globalization organization have faced many challenges. Explain challenges facing multinational corporations and suggest possible solutions to these challenges

[12 marks]

(b) Analyze the perspectives on which evolution of organizational effectiveness may be assessed [8 marks]

QUESTION THREE

(a) Explain causes of resistance to organizational change among employees and indicate methods of dealing with this resistance. [8 marks]

(b) Using examples describe the systems approach from an organizations perspective and difficulties encountered when dealing with the external environment [12 marks]

QUESTION FOUR

(a) Explain the guiding principles when reviewing an organization structure and the benefits to organizations for maintaining an appropriate structure [12 marks]

(b) Analyze the criticism directed to the scientific management school in regard to managing employees in organizations [8 marks]
