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**EXAMINATION FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION
IN HUMAN RESOURCE MANAGEMENT**

MBAD 842: ORGANIZATIONAL MANAGEMENT

STREAMS: MBA Y2S1

TIME: 2 HOURS

DAY/DATE : TUESDAY 5 /10/ 2021

8.30 AM – 10.30 AM

INSTRUCTIONS TO CANDIDATES:

- Answer ALL questions.

QUESTION ONE

TRAVEL AND TOUR COMPANY LTD

You are the recently appointed General Manager of Travel and Tour Company Ltd (T&TC), which is located in a large town. These operating units are Finance Division, Marketing Division, Operations Division and Recreation Division. All these divisions are headed by general managers who are served by several officers under them

The organization has been quite successful in the past, given that for a period of about three years it has earned profits amounting to Ksh.5 billion. However, with the changing times, it has been realized that the company sales have been going down and last year, this greatly affected the earnings per share

The Board of Directors has ordered a probe into the affairs of the company to find out the cause of decline in performance. One of the revelations after the probe was that the decline was due to poor quality of goods and services. It also revealed that the country's state of economy had reduced the purchasing power of the people. Further it was also noted that the production cost for the company was very high; this was due to use of old machines, which needed constant

repairs and expensive labor force that has never been retrained. Formal and informal management development programs that were started a few years ago have not had any impact on the performance.

The probe committee was also informed that since the company started talking about developing talent attraction and retention policies, no significant improvement has been witnessed. There have been a bigger number of workers who have been reported absent for various reasons, while others are resigning despite the efforts made to replace them. The management does not support formal learning due to financial constraints and informal learning has not shown any significant improvement in company performance

As a newly employed Human resource development specialist of the company, you have realized that there are a number of things that need to be changed if the company will survive in this difficult economy.

Required:

- (a) With illustrations from the case study, discuss the major challenges facing T&TC and possible solutions thereof. [10 Marks]
- (b) Discuss the various talent attraction and retention policies and programmes applicable to T & TC. [10 Marks]
- (c) Explain your possible role as a human resource development specialist in development management of this company. [10 Marks]
- (d) Analyse the main formal and informal approaches to management development you can institute in this company to improve the performance of general managers. [10 Marks]

QUESTION TWO

- (a) Identify and discuss Mintzberg's managerial roles applicable to Organizational management in Kenya. [10 Marks]
- (b) Elucidate the strategic role of Human Resource Manager on organizational performance.

Marks]

[10

QUESTION THREE

- (a) Explain the meaning and nature of the concept Organization development. [5 Marks]
- (b) Discuss the main organizational Development techniques and interventions you can make to a company seeking to improve its effectiveness and employee well being.[15 Marks]

QUESTION FOUR

- (a) “Strategies for improving organizational effectiveness focus on developing processes that support the achievement of business goals and a positive culture”. With respect to this statement discuss the areas for developing organizational effectiveness. [10 Marks]
- (b) Describe the key principles of organization learning and learning organization. [10 Marks]

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