

LAIKIPIA



UNIVERSITY

UNIVERSITY EXAMINATIONS

2ND SEMESTER 2023/2024 ACADEMIC YEAR

EXAMINATION FOR MASTERS OF BUSINESS
ADMINISTRATION

MBAD 741: ORGANIZATION MANAGEMENT

STREAM: MBA

TIME: 3 HRS

DAY: MONDAY [9.00-12.00 NOON]

DATE: 25/03/2024

THIS QUESTION PAPER CONSISTS OF THREE (3) PAGES

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INSTRUCTION: Answer Question One and any other THREE questions**Question ONE: Case study: The Perfectionism of Larry Wells.**

Larry Wells, a successful businessman and a good negotiator had acquired a major retailer after seeing good business potential in it. Through his excellent managing skills and hard work he could use all his experience of business and start a profitable venture. When the business grew, he employed more and more staff to keep up with the demands at the workplace. However, he had a strictly confidential manner of managing the operations. Being the manager of the company and the owner of the business, he kept the dealings and numbers close to his chest. His hesitation in sharing details about the business extended to all the managers, even directors of the company. Despite requests from the staff to trust them with decisions and details, he wouldn't divulge details which he thought only he should be privy to. Because of the lack of autonomy among managers of different departments, there were many areas on which they couldn't take timely decisions, and had to wait for Larry to give them his attention. As business was expanding, this process of working made Larry lag behind all his competitors soon. All important decisions were put on hold till he could spare time for it. This method of pulling all the strings himself had ensured high quality of output in the initial stages; however dealing with every situation personally was disastrous time-management. The clients, who had given more business to Larry's company, after being impressed by the quality of output seen during the company's initial years, began looking for faster and more efficient service-providers. Ultimately Larry's company was sold out to another big organization, never realizing the full potential it had in its initial years.

From the case;

- a) While examining the organizational structure adopted by Larry Wells, do you find the structure effective? and (if not) suggest a more effective structure and justify (8mks)
- b) Why do you think Larry Well avoided decentralization of authority despite expansion of the business? (7mks)

Question TWO

- a) Examine the types of performance appraisal systems that you can adopt as a human resource manager (8mks)
- b) Discuss the factors that you will consider in selecting the appropriate performance appraisal system for your organization. Use relevant examples to demonstrate your answers (7mks)

Question THREE

- a) Organizational structuring involves assessing the organization's strategy and environmental demands and then determining the appropriate organizational design. In view of this statement, describe the crucial stages in organizational development. (7mks)
- b) While appreciating the difference between mechanistic and organistic organizational designs, explain the factors influencing the choice the alternative designs (8mks)



Question FOUR

- a) Examine the contribution of Sir John Whitmore's GROW Model towards helping managers develop coaching skills (7mks)
- b) Using suitable illustrations, examine the benefits of coaching and mentorship in the workplace. (8mks)

Question FIVE

- a) As a human resource manager, illustrate how you can employ Lewin's model towards changing the behavior of employees (7mks)
- b) Explain the challenges associated with organizational change initiatives to management and employees (8mks)

