



“Investing in Africa’s future”

**COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE
(CBPLG)**

MMS 306: MANAGEMENT THEORY AND PRACTICE 2

FINAL EXAMINATIONS

NOVEMBER 2019

LECTURER: MR T. NEMAUNGA

DURATION: 3 HRS

INSTRUCTIONS

Answer any THREE QUESTIONS

Start each question on a new page in your answer sheet

The marks allocated to **each** question are shown at the end of the section.

Credit will be awarded for logical, systematic and neat presentations.

Instructions

Answer **any** **THREE** Questions

- 1) Answer the following:
 - a) Good employee ethical behavior is necessary for the success of an organization. In detail, explain how management, within an organization, can promote good ethical behavior? [15]
 - b) Briefly explain the concept of Total Quality Management? [3]
 - c) Who is involve in Total Quality Management? [2]

- 2) Answer the following:
 - a) When implementing a turnaround strategy within an organization, which change agent (internal or external change agent) do you use to spearhead the change process, and explain why? [5]
 - b) Change is very important in modern organizations. Briefly explain how managers might change structure, technology and people? [15]

- 3) Answer the following:
 - a) **Henri Fayol**, a french businessman, argued that, what managers actually do, within an organization, can best be described by looking at the **functions they play** at work. In detail, identify and explain the functions played by managers within an organizations, as given by Henri Fayol, and the implications to an organization if the manager fails to play those functions. [10]
 - b) To most people, the word control has a negative connotation-of restraining, forcing, delimiting, watching, and manipulating. Thus controls are often the focus of controversy and policy struggles within organisations. However the purpose of control is positive. Control is not a hindrance, but is both useful and necessary for everyone in the organisation. Controlling is important when ensuring organizational efficiency and effectiveness. There are three types of control within an organization. In more detail identify and explain the three main types of control, giving real examples of each? [10]

- 4) Answer the following:
 - a) How do managers unintentionally encourage unethical behavior within an organization? [12]
 - b) Identify any four important efforts that managers can implement in order to make change happen successfully, without much resistance, within an organization? [8]

- 5) Answer the following:
 - a) Identify the different techniques that can be used by a manager to manage resistance to change within an organization, and state the advantage and disadvantage of each? [10]
 - b) What is Communication? [2]
 - c) Briefly explain Maslow's hierarchy of needs theory? [8]

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