



“Investing in Africa’s future”

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

NMMS 306: MANAGEMENT THEORY AND PRACTICE II

FINAL EXAMINATIONS

NOVEMBER 2023

LECTURER: MR T. NEMAUNGA

INSTRUCTIONS

Answer any THREE of the following **QUESTIONS**.

All questions, are essay questions.

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

Marks will be awarded for giving logical examples.

Instructions

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

1) Answer the following:

- a) Identify and explain the different techniques that can be used by a manager to manage resistance to change within an organization? [12]
- b) In discussing the change process, scholars often talk about the calm-waters metaphor and the white-water rapids metaphor: Briefly explain these two concepts? [8]

2) Answer the following:

- a) The institute of Business Ethics in the UK recommended steps for implementing an ethical code within an organization. In detail explain how ethical codes can successfully be implemented in an organization, so that all employees abide by them? [15]
- b) Briefly explain benefits of good business ethics to the organization? [5]

3) Answer the following:

Using the Herzberg Two factor Theory of motivation, explain what a manager, at work, can do to reduce dissatisfaction, at the same time improving satisfaction among his/her employees? [20]

4) Answer the following:

The aim of Lean Operations is to reduce the quantity of resources used in production, at the same time improving the quality of the finished goods and services. What technologies/ innovations can a business institution like Africa University adopt in order to achieve Lean Operations? [20]

5) Answer the following:

To many people, the word control has got negative connotation- of restraining, forcing, delimiting, watching, or manipulating. However, in the strictest sense controls are not a hindrance, but instead, they are both, useful and necessary in an organization so that it runs smoothly and successfully. In detail give examples of the different control mechanisms used by Africa University to ensure the institution lives up to its vision, mission and objectives? [20]

-End of Paper-