The Management University of Africa

MUA

Sponsored by the Kenya Institute of Management

DIPLOMA UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DIPLOMA COMMON UNIT

DCU 107 : PRACTICE OF MANAGEMENT

DATE: 9th AUGUST 2023

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

Management is the process of working with and through people to effectively achieve the goals of an organization, with this in mind during the Covid- 19 school break We spent some time reflecting on both the good and bad management practices we experienced among the clients that we served last two years .As we thought about management practices in general , we couldn't help returning to one company that had engaged our firm to review its operations.

During the review, we found out that our client had experienced very poor operating results in 2019 and 2020 was projected to be even worse because of the Covid-19 pandemic. The Board of Directors and top Leadership failed to communicate clearly the vision of the organization and how it was to be achieved. Hence there was failure to consider basic goal setting objectives such as setting short term and long term perspective having clear process that is customised to the organizational situation. The Goals that were set were copied from competitors and pasted for their own use. The Management functions were basically missing -Organizing, planning, and controlling were not evident at all in the operations nor in the results. With the missed revenue targets, negative earnings, high employee turnover, the company was close to Imploding. One management practice stood out like a sore thumb .The company CEO was a bully .He suffered from what I call "the smartest guy in the room syndrome". He believed the employees in the organization were only there for money, and they had to be supervised to do their work and only feared being reprimanded.

For example, at a company review meeting, the CEO, in an accusatory tone, asked each account representative why he or she was not generating more sales. When the representatives explained their reasons and offered recommendations for closing more sales, the CEO dismissed their answers, claiming they were excuses.

Staff members' ideas were never good enough to be considered much less implemented. The Management failed to facilitate growth of the employees, encourage performance, innovation as well looking into the staff welfare.

Required:

a) Management is the process of getting things done through people. With this in mind explain the management process. **(8 Marks)**

b) Discuss the main Steps Involved in Organizing Process **(6 Marks)**

c) Three key factors to consider during Goal setting this process. **(6 marks)**

d) Discuss five importance of management in the organization in reference to the case study. **(10 Marks)**

QUESTION 2

a. Describe any two types of groups found in organizations. **(6 marks)**

b. List any four reasons people join groups. **(4 marks)**

QUESTION 3

a. Explain the functions of management. **(4 marks)**

b. Describe any three theories of management **(6 marks)**

QUESTION 4

a. Discuss the levels of management. **(6 marks)**

b. Give the duties of a CEO in an organization **(4 marks)**

QUESTION 5

Discuss any five leadership styles used in organizations. **(10 marks)**

QUESTION 6

Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs .Discuss any five techniques employers may use to motivate their employees. **(10 marks)**