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: 4TH AUGUST 2025

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 **THREE** 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 and answer the questions that follow;

BLOCK INDUSTRIES LTD

One of the departments of Block Industries Ltd. is headed by a manager who is responsible for approximately 50 professionally qualified staff, plus ancillary workers. Section heads look after groups of between four and seven members of staff. The previous manager was keen, understanding and strict; he closely observed performance, weaknesses and strengths of each staff member. He commended what he observed.

The services offered by Block Industries Ltd were efficient and highly regarded. Staff used to take part in many discretionary activities such as involvement in public affairs and voluntary unpaid overtime work.

A year ago, a new manager was appointed. The new manager, trained in a famous business school, appears to be cold and aloof. He immediately promoted two section heads to be assistant managers, one in charge of public relations, the other in charge of administration to be responsible for the newly introduced weekly performance reports and briefing meetings.

Since the appointment of the new manager, 30% of the staff have left the organization and the rest have gradually ceased all their discretionary activities. There is now a policy of positive non-co-operation adopted by employees.

Required:

a) In your own words, briefly analyse Five human resources problems facing Block Industries Ltd. **(10 Marks)**

b) Identify five causes of the staff turnover that might have led to the prevailing situation at Block Industries Ltd. **(10 Marks)**

c) Explain Five ways in which the situation at Block Industries Ltd can be corrected. **(10 Marks)**

QUESTION TWO

a) One of the functions of management is decision making. Discuss the steps that should be followed to arrive at the right decisions. **(5 Marks)**

b) Organizations are going through a period of major technological change, which is obviously a great challenge to management particularly in the area of employee resistance to change. Give Five reasons for employee resistance to change. **(5 Marks)**

QUESTION THREE

Informal groups develop spontaneously as employees interact in the work place.

a) Analyse the operations of informal groups indicating their benefits to an organization **(5 Marks)**

b) Explain FIVE disadvantages of informal groups **(5 Marks)**

QUESTION FOUR

The art of successful delegation does not come easily to managers, and many have often performed some tasks themselves instead of delegating.

a) Outline the factors that would influence a manager's decision to delegate authority and assign subordinates. **(5 Marks)**

b) Identify the major barriers to delegation. **(5 Marks)**

QUESTION FIVE

a) Managers spend over eighty percent of their time communicating. Highlight five benefits of effective communication in an organization **(5 Marks)**

b) Explain five ways in which introduction of computers contribute to efficient operations and management of an organization **(5 Marks)**

QUESTION SIX

a) Outline five main duties of a manager, according to the writer Henri Fayol.

(5 Marks)

b) Explain the differences between the role of a supervisor and that of a manager.

(5 Marks)