



ZCAS UNIVERSITY

SMS 3911: ORGANISATION MANAGEMENT

FINAL EXAMINATION

Date: 5th June, 2024.

Time: 12:30 - 15:30 hours.

TIME ALLOWED: THREE HOUR (5 Minutes reading)

INSTRUCTIONS:

- 1. Section A: This question is compulsory and must be attempted.**
- 2. Sections B: Answer Three (3) questions from this section.**
- 3. This question paper carries a total of 100 marks.**
- 4. Candidates must not turn this page until the invigilator tells them.**

SECTION A:

Question one (This question is compulsory and must be attempted.)

A manufacturing company is experiencing a decline in productivity and employee satisfaction due to outdated management practices. The company's leadership is considering adopting different leadership styles to address these issues. Some managers advocate for Theory X and transaction leadership, emphasizing strict control, clear directives, and a focus on rewards and punishments. Others suggest embracing Theory Y and transformation leadership, which emphasizes empowerment, trust, and inspiring a shared vision to motivate employees and foster innovation.

- (a) Discuss three ways in which the application of Theory X may impact employee motivation and productivity within the manufacturing company, considering the hierarchical nature of the industry and the need for efficiency? (10 marks)
- (b) Explain three ways in which Theory Y principles can be applied to empower employees, encourage collaboration, and drive continuous improvement in a manufacturing setting, where adherence to processes and procedures is critical? (10 marks)
- (c) Discuss potential challenges and benefits of transitioning from a transaction leadership approach to a transformation leadership style within the company. (20 marks)

Total (40 marks)

SECTION B: Answer any three (3) questions from this section.

QUESTION TWO AND THREE

A mid-sized technology company, Tech-solve Inc., specializes in developing software solutions for various industries. Over the past decade, Tech-solve has enjoyed steady growth and success, becoming a key player in its niche market. However, with advancements in technology and shifts in consumer demands, the company finds itself at a critical juncture where significant changes are needed to stay competitive and relevant in the rapidly evolving landscape.

QUESTION TWO

- (a) Use Curt Lewin's model to explain two techniques that Tech-solve could use to effectively implement change or modify the behaviour of its employees. (10 marks)
- (b) Discuss two potential causes of resistance to change that Tech-solve might identify within its workforce. (5 marks)
- (c) Explain two steps that the company could take to mitigate this resistance? (5 marks)

Total (20 marks)

QUESTION THREE

- (a) Explain two ways in which Tech-solve could apply the SWOT framework to align its plans for change with its overall business objectives. (10 marks)
- (b) Discuss two ways in which Tech-solve management can apply Manslow's hierarchy of needs theory to motivate employees and make them participate actively in the change efforts? (10 marks)

Total (20 marks)

QUESTION FOUR

A technology startup is experiencing a rapid expansion of its customer base, leading to a surge in demand for its products and services. The company needs to scale up its operations to meet growing customer expectations and capitalize on market opportunities while maintaining quality standards and innovation.

- (a) Discuss three overarching reasons why teams are significant in the realm of organizational management. (6 marks)
- (b) Explain four strategies that the company can apply to leverage the strengths of its teams to efficiently scale up operations and adapt to the evolving needs of the market? (8 marks)
- (c) Explore two ways in which emotional intelligence is profoundly important in fostering effective leadership, collaboration, and overall success in the modern workplace. (6 marks)

Total (20 marks)

QUESTION FIVE

Your company is undergoing a major restructuring process to improve efficiency and streamline operations. As a management consultant, you are tasked with advising the leadership team on the most suitable management theories to guide this transformation.

(a) Use at least four steps proposed by Kotter and Cohen to explain how you can facilitate organizational change and improve performance. (10 marks)

(b) Discuss three reasons why an organization may resist change on a large scale.

(10 marks)

Total (20 marks)

END OF EXAMINATION