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LEADERSHIP & MANAGEMENT
MODEL PAPER 1 – FOR DECEMBER 2021 EXAMS

CASE STUDY QUESTIONS

QUESTION 1

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:

- (i) In your own words, briefly analyse the human resources problems facing Block Industries Ltd
- (ii) Identify five causes that might have led to the prevailing situation and suggest the ways in which the situation can be corrected.

QUESTION 2

ABC Ltd. is a profitable manufacturing company with a good track record of continuous growth over the last decade. The general business environment is rapidly changing with the introduction of new manufacturing processes and market liberalisation in the region.

The board has appointed a new managing director who is anxious to create a momentum for innovation and change in the organisation. He is aware that introducing change is relatively easy when a company is facing a crisis but far more difficult when all is well. As a business development manager in ABC Ltd., the director has asked you for advice.

Required:

Prepare a memorandum to the managing director in which you discuss:

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- (i) The organisational life cycle concept in relation to the difficulties of introducing innovation and change in a successful organisation.
- (ii) How the company may stimulate a pro-change culture in the organisation.

QUESTION 3

The training programme for the first year graduate management trainees of PQR Bank Ltd., a major commercial bank with a country wide branch network, consists of classroom training and on-the-job training. The objectives of the training are to ensure that new staff members learn fundamental concepts in banking and develop technical, analytical and communication skills that when combined with further experience and training, will help them achieve maximum potential in the organization.

Classroom training is used to introduce concepts and theories applicable to the work environment. Although new management trainees receive this special training, actual work experience is the principal means by which they develop the skills necessary to become good bank managers.

Managers in different departments and branches of the bank are responsible for on-the-job training. They assign duties to the trainees and review their progress. Owing to the fact that managers are on performance contracts, their attention is usually not focused on the work being done by the trainees. The managers therefore, assign routine to the trainees with little or no through to furthering the career development of these employees. This has resulted in minimal preparation of the trainees for the learning the job.

Recently, the bank has lost several capable first year management trainees. The reason most of them gave for leaving was that they were not learning or advancing in their careers.

Required:

- (i) Explain the limitations of on-the-job training offered by PQR Bank Ltd.
- (ii) Describe the measures that PQR Bank Ltd. should put in place in order to reduce the high turnover of the management trainees.

QUESTION 4

Greg Pye is the chief executive of a medium sized company that traditionally has been organized hierarchically according to function. After attending a management seminar, he decided to encourage inter-functional departmental co-operation by implementing a matrix structure in the organization.

Greg agreed that a matrix organization and cross-functional team working would provide flexibility and enhanced performance to the organization. However, the company secretary drew

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Greg's attention to some potential drawbacks. These include the possibility that people won't know who they are meant to be reporting to, supervision will be difficult for their line manager who thinks they are working in their teams and team leaders will have no real authority over the team members.

After speaking to the company secretary, Greg began to have second thoughts about the matrix structure. Greg decides to ask for a more considered view of restructuring the company.

Required:

Greg Pye has asked you to explain:

- (a) The advantages of the existing hierarchical structure
- (b) The advantages of introducing a matrix structure
- (c) How Greg and his management team can address the concerns expressed by the company secretary
- (d) How it might be possible to gain some of the benefits of a matrix structure without fully restructuring the organization

B S QUESTIONS

QUESTION 1

An important part of management understands the role of leadership.

Required:

- (a) Describe Blake and Mouton's Managerial Grid.
- (b) Discuss the relevance to management of Blake and Mouton's grid in understanding leadership styles.

QUESTION 2

Understanding motivation theory is an important part of managing people.

Required:

- (a) Explain what is meant by the content theories of motivation.
- (b) Briefly describe Maslow's hierarchy of needs theory.
- (c) Discuss the limitations of Maslow's theory to managing people

QUESTION 3

Conflict is an inevitable feature of organisations but is rarely recognised or understood.

Required:

- (a) Define what is meant by conflict within an organisation.
- (b) Describe causes of conflict

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(c) Briefly describe characteristics of conflict which may be observed in the workplace.

QUESTION 4

Exactly what constitutes the management task is often unclear or misunderstood.

Required:

- (a) Explain the five main duties of a manager, according to the writer Henri Fayol.
- (b) Explain the differences between the role of a supervisor and that of a manager

MODEL PAPER 2

MODEL PAPER 3

