



# TECHNICAL UNIVERSITY OF MOMBASA

## *Faculty of Engineering & Technology*

DEPARTMENT OF ELECTRICAL & ELECTRONIC ENGINEERING

UNIVERSITY EXAMINATIONS FOR DEGREE IN  
BACHELOR OF SCIENCE IN ELECTRICAL & ELECTRONIC ENGINEERING

### **HRD 2104: MANAGEMENT**

SUPPLEMENTARY/SPECIAL EXAMINATIONS

**SERIES:** MARCH 2014

**TIME:** 2 HOURS

#### **INSTRUCTIONS:**

– Answer Question **ONE (Compulsory)** and any other **TWO** questions.

***This paper consists of Three printed pages***

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#### **QUESTION 1 (Compulsory)**

##### **CASE STUDY**

Likoni Community Group does a very good job with the poor than anyone else in the area. Its achievement is to convert outcasts into citizens. ‘For helping the down, and out, there is not one like the Likoni Community group’, added former Managing Director of Kilaguni Resort. How do leaders of this organization motivate 500 paid employees and numerous volunteers to achieve such a reputation?

A key to the organization’s success lies in its purpose. The Likoni Community Group enjoys an advantage over many for-profit companies, in that the cause the organization represents is one that inherently attracts support. People really do want to help. They are concerned only they do not know exactly what to do.

The motivation of the Likoni Group stems from employees involvement in operating the organization. According to the operations manager key strengths of the group lies in its adherence to its mission and

its commitment to employees. ‘When employees at every level of the organization are involved in decision making and planning, it gives them a sense of ownership, said Hamisi. They are more productive than employees who are just told what to do. Even allowing the office assistant to decide what he uses to clean floor gives him more of a sense of involvement.

He group organizational structure also helps to motivate employees. Through a hierarchical structure, the organization encourages feedback from departments. When great ideas come from one department its implemented throughout the organization. Employees are also motivated by organization’s emphasize on goal setting. “When employees meet their goals they are recognized for their achievement, which helps to make them feel that they are making a major contribution,”, commented Otieno.

**Required:**

- a) What are the main challenges in maintaining the motivational level of Likoni Community Group? **(12 marks)**
- b) Explain advantages and disadvantages of matrix structure. **(12 marks)**
- c) Discuss the differences between systems and contingency approaches. **(6 marks)**

**QUESTION 2**

- a) Explain the Fayol’s 14 principles of management and their contribution to modern management. **(14 marks)**
- b) What are the advantages and disadvantages of a functional organization structure? **(6 marks)**

**QUESTION 3**

- a) Briefly explain what are organizational manuals and the benefits accruing to the organization as a result of developing organization manuals. **(6 marks)**
- b) Discuss major steps in staffing process. **(14 marks)**

**QUESTION 4**

- a) Briefly explain the following terms:
  - i) Management
  - ii) Job analysis
  - iii) Leadership
  - iv) Motivation
  - v) Employee rewards
  - vi) TQM. **(12 marks)**
- b) Explain the essentials of a good control system in an organization. **(8 marks)**

**QUESTION 5**

- a) Discuss techniques of effective co-ordination function in management. **(10 marks)**

b) What is the importance of planning to an organization?

**(10 marks)**