



**JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND
TECHNOLOGY**

UNIVERSITY EXAMINATION 2012/2013

**1ST YEAR 1ST SEMESTER EXAMINATION FOR THE DEGREE OF
MASTER OF ARTS IN PROJECT PLANNING AND
MANAGEMENT (PART TIME)**

MAIN

COURSE CODE: APP 806

TITLE: MANAGEMENT TECHNIQUES

DATE: 17/04/2013

TIME:

DURATION: 3 HOURS

INSTRUCTIONS

1. This paper contains FIVE (5) questions
2. Answer question 1 (Compulsory) and **ANY** other 2 Questions
3. Write all answers in the booklet provided

QUESTION ONE

Simon Price works as an accounts clerk in a large manufacturing organization and has worked there for seven years. He is known as an unassuming individual who quietly goes about his work. Over recent months his workload has increased drastically. Many members of the accounting team have been away from work due to discontentment and Simon has had to do their work also. Simon has tried to explain to his line manager, David Lowe, how he and the accounting team feel about the absenteeism and the increase in work load. The feeling among the accounting employees is that the manager 'is not listening and is following his own agenda'. Effective working relationships within the accounting department are now breaking down.

Last week Simon Price had had influenza and was away from work. He returned on Monday feeling tired and miserable. He has spent the last three days catching up on last week's work in addition to undertaking the work of Sally Simpson, the purchase invoice clerk, who is currently away from work.

It is 15.30 on Thursday and his line manager has just asked him to update the cashbook and reconcile it with the most recent bank statement. At this time moment in time, Simon is working on inputting sales invoices and has approximately two hours work left on this project. Stopping now would mean that he would have to leave the sales invoicing and return to it tomorrow. He has endeavored to communicate with David Lowe and although Simon and the accounting department regard David Lowe as possessing poor interpersonal skills, Simon feels that he must now do something.

Required:

With reference to the above scenario:

- a) When he communicates his feelings to David Lowe, the line manager, Simon Price needs to distinguish between aggressive and assertive behavior. In this situation, explain:
 - i) the inappropriateness of aggressive behavior (3 marks)
 - ii) the appropriateness of assertive behavior (2 marks)
- b) Explain whether Simon Price has been displaying passive behavior (3 marks)
- c) Explain why David Lowe, the line manager, needs to possess effective interpersonal skills (3marks)
- d) Explain why David Lowe, the line manager, needs effective interpersonal skills in the following specific areas:
 - i) Motivation (3 marks)
 - ii) Negotiation (3 marks)
 - iii) Team building (3 marks)

QUESTION TWO

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 (5 marks)
- b) Define the term forecasting (1 mark)

Qualitative forecasting relies on the numerical data and mathematical model to predict future conditions. The two main types of quantitative forecasting are time series and explanatory methods. Explain each of them in details. Use diagram where possible. (9 marks)

- c) i) What is an organizational goal? (1 mark)
- ii) Explain the four benefits of organizational goals (4 marks)

QUESTION THREE

Absenteeism and low morale are apparent in the accounting department of XYZ Limited, in which you are employed. Your superior knows that you are a student and have heard of Maslow's Hierarchy of Needs Theory. However, your superior is also aware that, although the theory has some relevance to motivational techniques, it has substantial limitations.

Required

- a) Using appropriate examples, explain Maslow's Hierarchy of Needs Theory (12 marks)
- b) List the shortcomings of using this theory as a motivational tool (8 marks)

QUESTION FOUR

- a) Discuss the major reasons for government involvement in business activities (4 marks)
- b) What role do government development financial institutions play in Kenyan economy (4 marks)
- c) Discuss conditions under which the government ownership of business enterprises is absolutely necessary (4 marks)
- d) Explain the term "Privatization". Argue a case for and against privatization in Kenya (4 marks)
- e) Explain the three difference between the role of a supervisor and that of a manager (4 marks)

QUESTION FIVE

- a) What is the difference between data and information (2 marks)
- b) Draw a Basic Component of information system and explain each component (6 marks)
- c) Explain the following terms
 - i) Management Information Systems (4 marks)
 - ii) Decision Support Systems (4 marks)
 - iii) Executive Support Systems (4 marks)