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MAIN EXAMINATION

MAY – JULY 2016 TRIMESTER

FACULTY OF COMMERCE

MBA REGULAR PROGRAMME

CMM 510: MANAGEMENT AND ORGANIZATIONAL ANALYSIS

Date: JULY 2015	**Duration: 3 Hours**
INSTRUCTIONS: Answer Question ONE and any other TWO Questions	

Read the case study: How Toyota and Bidadi manages its environment. And answer the questions that follow.

Q1. a) "Toyota shows great understanding of its environment" Identify the TEN sectors or subdivisions of an external environment with reference to the case study. **(7 marks)**

b) Using the THREE dimensional model of an environment, discuss TKM's environment. **(4 marks)**

c) "The company (TKM) was firmly rooted on Japanese management philosophies" Discuss. **(5 marks)**

d) Assuming you are the CEO of TKM what external strategies would you apply to manage environmental uncertainties? **(4 marks)**

Q2. a) Discuss the systems approach to effectiveness in terms of its assumption and how to make it operational. **(10 marks)**

b) The control of information by lower level members results in the decentralization of what appears to be centralized decisions comment. **(10 marks)**

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Q3. a) Discuss the concept of formalization and its techniques. Give examples. **(10 marks)**

b) Culture has both positive and negative side. Discuss culture is transmitted to employees in a number of ways. Describe. **(10 marks)**

Q4. a) Compare the nature of mechanistic and organic organizations and show how mechanistic and organic your organization is. **(10 marks)**

b) Discuss conflict resolution and conflict stimulation techniques. **(10 marks)**

Q5. a) Discuss an organization well known to you in terms of horizontal, vertical and spatial differentiation. **(10 marks)**

b) Describe briefly the population ecology view and its assumptions. **(10 marks)**

END

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