

COMMON ENTRANCE EXAMINATION**SESSION.....2010.....****CYCLE: SECOND CYCLE****CAMPUS: BAMBILI****SERIES: MANAGEMENT****GENERAL EDUCATION** ☐**TECHNICAL EDUCATION** ☐**PAPER: MANAGEMENT****3HOURS COEFFICIENT: 2****Answer All Questions**

1. In modern organizations, change is an opportunity not a threat discuss.
2. Are management theories universally applicable?

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1. Using a diagram, prepare five forces analysis for the brewery industry in Cameroon. (10mrks).
2. From the management point of view, describe the advantages and the possible disadvantages of the use of organization chart. (5mrks)
3. "If you take your eyes off them for one minute they will probably walk up with half the shop", said Brain to Frank. Frank was a business colleague of Brain who found it difficult to hide his surprise that Brain was talking about his own work force. "I paid them well to make sure they get out bed in the morning but I watch them all the time. I've had too much money taken out of the tills and stolen from the shop in the past to be able relax for one minutes".

Continued Brain I've got security cameras in all my shop and they are focused on the tills not the shoppers! I make them empty their pockets in the morning and put every in their lockers so if I catch them with money on them I know they've stolen it. I do random checks every day and not surprisingly I'm catching more and more of them doing it". Frank pointed out that he did not have any of these policies but that theft in his stores was much lower than in employees or more likely you haven't discovered how much is being stolen yet". Said Brain. "You know, Brain, I used to think like you! Continued Frank, but a few years ago I changed my approach. I started listening to my staff and found that much of what they said was valuable. I've now decided that you should always try to involve your employees more in making decisions. It's worked for me". So far, may be said Brain but just you wait and see trust me, Frank, I know. They always bite that feeds them".

Questions:

- a) In what ways could Brain be described as a theory X manager? (2mrks)
 - b) Outline the problems that might result from a theory X approach. (3mrks)
 - c) Is Frank right when he says "you should always try to involve your employees more in making decisions"? (4mrks)
 - d) Consider whether Frank would be able to cure the security problems if he took over as manager at Brain's business. (6mrks)
4. The purpose of human resources management (HRM) is to recruit develop and utilize an organization's personnel in the way which is most appropriate. Discuss. (30mrks)

COMMON ENTRANCE EXAMINATION

SESSION : 2012 – 2013

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