



UGANDA MANAGEMENT INSTITUTE

POSTGRADUATE DIPLOMA IN MANAGEMENT (DIMA); HUMAN RESOURCE MANAGEMENT (DHRM);
PROJECT PROCUREMENT & MANAGEMENT (DPPM); PUBLIC ADMINISTRATION AND
MANAGEMENT (DPAM); FINANCIAL MANAGEMENT (DFM); PROCUREMENT & SUPPLY CHAIN
MANAGEMENT (PSCM); MARKETING MANAGEMENT (DMM); INFORMATION SYSTEMS
MANAGEMENT (DISM); PUBLIC POLICY AND GOVERNANCE (DPPG); MONITORING AND
EVALUATION (DME), MANAGEMENT INFORMATION SECURITY (DISEM)(EVE)

FIRST SEMESTER EXAMS 2017/2018

MODULE: MANAGEMENT SKILLS IMPROVEMENT

Date: Monday 15 January 2018

Time: 04.00 PM – 07.00 PM

INSTRUCTIONS

1. Answer FOUR Questions.
2. Question ONE of Section A is compulsory and carries 40 marks.
3. Answer any other THREE Questions from Section B. Each question carries 20 marks.
4. Write clearly and legibly.
5. Do not write anything on the question paper.
6. Do not take Mobile Phones into the examination room.
7. Follow the instructions of the Examination Supervisor.
8. Indicate questions answered on the Answer Sheet in the column of Questions.

This paper consists of 4 printed pages.

-GOOD LUCK-

SECTION A:**COMPULSORY****(40 MARKS)****QUESTION ONE**

Classic Fruits and Beverages Company Limited is a retailer, marketer and manufacturer of non-alcoholic drinks, and is known throughout Uganda for its Mixed Fruit cocktail beverage. In addition to its Mixed Fruits cocktail brand, the Company offers other beverages and non-beverages brands not only in Uganda but in the whole of East Africa. The Company requires making changes in its products and business strategies according to the consumer expectations and external environment. The need for change in an organization is often created by external and internal factors, where external ones encompass governmental laws, labor markets, market conditions, economic scenario etc., and internal factors include; the workforce, resources, attitudes of workers and strategy adopted by the organization (Robbins and Coulter, 2008). The Beverage industry is a type of industry where tastes and preferences of the consumers change on continuous basis therefore the company must respond to such consumer changing behaviors in an effective way by developing new products all the time.

As people are becoming more health conscious and willing to invest in health based products, Classic Fruits and Beverages is developing new juices and various energy drinks as well. This is in line with the company's strategy to responding to varying consumer tastes and expectations.

Currently, the company is selling its beverages throughout the region successfully. The company has strategized to penetrate new markets in Sudan, Democratic Republic of Congo, Rwanda and Burundi. The company is also planning to align its performance standards according to its own corporate culture and strategies with the help of a comprehensive change management plan. These changes will be implemented within the business operations and management of the company.

Required

- a) Basing on the scenario above, draft an executive note to the Chief Executive officer (CEO) of Classic Fruits and Beverages company on the best strategies he can use to initiate and manage change in the company. **(15 marks)**
- b) Discuss the challenges the CEO is likely to encounter in the implementation of the changes. **(10 marks)**
- c) Using your management abilities and experience, discuss the dynamics of managing a contemporary company like Classic Fruit and Beverages in the 21st century. **(15 marks)**

SECTION B: ANSWER ANY THREE QUESTIONS FROM THIS SECTION**QUESTION TWO**

“Motivation is a process or a set of forces that cause a person to behave in certain manner.”

Required

- a) To what extent is Stacey Adams Equity Theory of motivation a relevant guide to management practice. **(15 Marks)**
- b) Explain why money is usually regarded as a poor motivator. **(5 marks)**

QUESTION THREE

The traditionalist believe conflict is dysfunctional yet humanist/interactionist believe conflict is part and parcel of the organization

Required

- a) Discuss the statement with relevant examples from your organization. **(12 Marks)**
- b) Describe with relevant examples Alternative Dispute Resolution (ADR) citing what it typically includes. **(08Marks)**

QUESTION FOUR

Leadership is a critical success factor for any Organization.

Required

- a) Basing on an organization of your choice, justify the statement above (14 marks)
- b) Discuss the role of a leader as a communicator. **(6 Marks)**

QUESTION FIVE

- a) Discuss the rationale of Performance Management processes in public and private organizations. **(10 marks)**
- b) Assess the main strategies of creating a successful performance management system. **(10 marks)**

QUESTION SIX

Time is a resource which is inelastic and once lost it cannot be regained

Required

- a) Examine the effect of time Management on organizational productivity. **(10 Marks)**

- b) Discuss the strategies you would put in place as manager to instill effective time management in your organization. **(10 marks)**

END