**GARRISSA UNIVERSITY**

# **UNIVERSITY EXAMINATIONS 2020/2021**

**EXAMINATION FOR THE DEGREE OF DOCTOR OF PHILOSOPHY IN BUSINESS MANAGEMENT**

**DBM 9107: CONTEMPORARY ISSUES IN MANAGEMENT**

**DATE: APRIL 2021 TIME: 3 HOURS**

**INSTRUCTIONS**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

**QUESTION ONE 20 MARKS (COMPULSORY)**

**Use the case below to answer the questions that follow**

Mr. Banerjee is the Chief Executive of a medium sized pharmaceutical firm in Calcutta. He holds a Ph.D. in Pharmacy. However, he has not been involved in research and development of new products for two decades. Though turnover is not a problem for the company, Mr. Banerjee and his senior colleagues noticed that the workers on hourly basis are not working upto their full potential. It is a well – known fact that they filled their days with unnecessary and unproductive activities and worked only for the sake of a pay cheque. In the recent past the situation has become quite alarming as the organization began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and prompt rectificational measures. Mr. Banerjee knew very well that the only way to progress and prosper is to motivate workers to peak performance through various incentive plans.

One fine morning, Mr. Banerjee contacted the Personnel Manager and enquired: "What is the problem with the workers on hourly basis? The wage bill shows that we pay them the highest in the industry. Our working conditions are fine. Our fringe benefits are excellent. Still these workers are not motivated. What do they require really?" The personnel Manager gave the following reply: "l have already informed you a number of times, that money, working conditions and benefits are not enough. Other things are equally important. One of the workers in that group recently gave me a clue as to why more and more workers are joining the bandwagon of non-performers'. He felt bad that hard work and efficiency go unnoticed and unrewarded in our organization. Our promotions and benefit plans are tied to length of service. Even the lazy workers, accordingly, enjoy all the benefits in the organization. Which, in fact, according to the worker, should go to only those who work hard." Mr. Banerjee then wanted the personnel Manager to look into the problem more closely and find out a solution to the problems of workers on hourly basis.

(a) Discuss the problem of motivation in this case, relating to Herzberg's theory.(10 marks)  
(b) What would be your recommendation as personnel Manager to tackle the problem in the organization? (10 marks)

**QUESTION TWO**

Carefully read the case below and answer the questions that follow:

The implementation of e-Commerce technologies has considerably changed how employees in the banking industry interact with customers. For example, some customers use electronic banking applications to such an extent that they find little or no need to go into a branch. This change has had a significant impact on the way that jobs are designed and the way that employees are being managed. The preliminary findings from the case study of a large bank in Australia indicate that moving customers out of the branch to an online environment has created unforeseen issues for the way employees interact with customers and this in turn has changed the way that they do their jobs. The key challenge for banks in the future is how to form effective relationships with customers without some kind of face-to-face interaction. This impacts how organisations recruit and retain their staff as well as the level and type of skills required for jobs redesigned after the implementation of e-Commerce applications. It is also an important factor in employee satisfaction

a) Discuss how e-commerce is impacting on the employees of the banking industry

(10 marks)

b) Discuss ways in which the Information technology can be used in Human Resource Management. (10 marks)

**QUESTION THREE**

With the advent of information and communication technology and globalization, there is a pressing need to develop a better understanding on leadership theories and performance in organizations that would enable organizations not only to survive but more importantly to advance and prosper.

Identify and discuss using relevant examples the best style of leadership theory for a better performance in an organization.  (20 marks)

**QUESTION FOUR**

The style of leadership can create a helpful environment to support any efforts towards the success of strategy implementation. Discuss the role of leadership style on strategy implementation. (20 marks)

**QUESTION FIVE**

In the 2021 business climate, organizations are facing a more complex and competitive environment than ever before. As a result, the competencies of the leader who thrives in the modern-day business world is changing.

In light of the foregoing, discuss the new trends in leadership and management that learning initiatives will need to employ in 2021 and the years to come to better prepare current and future leaders for success in their organizations. (20 marks)

**COURSE OUTLINE**

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| **WEEK** | **CONTENT** | **NO OF HRS** |
| 1 | **INTRODUCTION**  General overview of the unit   * Definition of terms used in the unit * A general overview of management | 3 |
| 2 | **HUMAN RESOURCE MANAGEMENT AND E-COMMERCE**   * human resource management in the era of electronic commerce * challenges encountered by human resource management in the era of electronic commerce | 3 |
| 3 | **THEORIES OF LEADERSHIP**   * Contigency Theory * Situational Theory * Transformational Theory | 3 |
| 4 | **THEORIES OF LEADERSHIP**   * Transactional Theory * Behavioural Theory * Great man Theory | 3 |
| 5 | * **Presentation of cases by students** * Students to present their work on cases | 3 |
| 6 | * **PPRESENTATION CASE STUDIES** * Students to present their work on theories of leadership | 3 |
| **7** | * **THEORIES OF LEADERSHIP AND**   **ORGANIZATIONAL PERFORMANCE**   * Trait Theory | 3 |
| 8 | **CONTEMPORARY LEADERSHIP STYLES**   * Case presentation by students | 3 |
| 9 | **CONTEMPORARY ISSUES ON**  -Marketing  - Finance  - strategic management  - e-commerce | **3** |
| 10 | **CASE PRESENTATIONS**   * Current trends on leadership management | 3 |
| 11& 12 | Presentation of case studies by students as Assignment 2 | **6 hours** |
| **13& 14** | **End of Semester Exams** | **3 hrs** |
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