

**CENTRAL UNIVERSITY**

**RE-SIT EXAMINATIONS**



**DEPARTMENT OF MANAGEMENT AND PUBLIC ADMINISTRATION**

**CBFW107 FOUNDATIONS OF MANAGEMENT  
3 CREDITS**

**SESSION: MORNING, EVENING AND WEEKEND**

**DURATION : 2.5 HOURS**

**January, 2019**

**STUDENT ID No: .....**

**INSTRUCTIONS:** Answer any **FIVE (5)** questions. (20 Marks Each)

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**INSTRUCTORS:** DR. ANNA EWUSIE-MENSAH & MR. KOFI FRIMPONG

**INSTRUCTIONS:**

**Answer any FIVE (5) questions. (20 Marks Each)**

1. a) Outline the importance of communication in an organization (6 Marks)  
b) Review four common barriers to communication within the context of organizations. (6 Marks)  
c) Distinguish between formal and informal communications. (8 Marks)
  
2. a) Discuss the need for change in organizations, providing four possible reasons (with examples) why change occurs. (8 Marks)  
b) Why do people resist change in an organization? (6 Marks)  
c) Examine four ways managers overcome resistance to change. (6 Marks)
  
3. a) Explain the term what management (2 Marks)  
b) Discuss the contribution of Henri Fayol to management. (10 Marks)  
c) Examine the contribution of Frederick Winslow Taylor to management. (8 Marks)
  
4. a) Explain four challenges of management, that organizations' face in operating in a complex dynamic and increasingly competitive environment. (8 Marks)  
b) Discuss the 3 management roles in business management. (12 Marks)
  
5. a) What are the three types of organizational conflict? Explain them. (5 Marks)  
b) State and explain the major causes of conflict in an organization. (5 Marks)  
c) Give reasons why organizational conflicts can sometimes be constructive (5 Marks)  
d) Recommend five ways in which organizational conflict can be managed. (5 Marks)
  
6. Briefly explain Michael Porter's Five Forces Model (5 Marks)  
a. Choose any industry of your choice, and identify and explain the various stakeholders, and state how their claims determine the profitability or otherwise of your company. (15 Marks)

7. The Rational Approach to Decision Making, involves a systematic, step by step process for making decision. It assumes the organization is managed by decision makers who are entirely objective and have complete information.

a) What is Decision Making? **(1 Mark)**

b) Outline the steps involved in the Decision Making process. **(7 Marks)**

c) What are the 2 major types of Decision Making? Explain them with examples **(4 Marks)**

d) Most organizational decisions are made by groups rather than individuals. There are both advantages and disadvantages of group decision making. List and explain 4 of each. **(8 Marks)**