

Part C

Essay Questions

Answer three (3) Questions including Question No.1

1. Case Study Analysis - compulsory question

Read the following Case and answer the questions below critically.

The Salvation Army: Converting Outcasts into Citizens

A key to the organization's success lies in its purpose, the Salvation Army enjoys an advantage over many years for profit companies, in that the cause the organization represents - that is, homelessness- is one that inherently attracts support, "people really do want to help. They're concerned. It's just that they don't know exactly what to do," pointed out Barbara Antrim, partner in a fundraising company in Kansas. This is the company that is responsible for the creation of the Salvation Army Bed & Bread Club Program, through which donors are founded to feed homeless people.

Furthermore, the motivation of the Salvation Army workforce stems from employee involvement on operating the organization. According to Colonel Leon Ferraez, key strengths of the Salvation Army lie in its adherence to its mission and its commitment to employees, "When employees at ever level of the organization are involved in decision marking and planning, it gives them a sense of ownership," said Ferraez, "They're more productive than employees who are just told what to do. Even allowing the janitor to decide what he uses to clean the floor gives him more of a sense of involvement."

The Salvation Army's organizational structure also helps to motivates employees,, through a hierarchical structure, the organization encourages feed back from local units. Although most nonprofit organizations tend to use horizontal structures, Ferraez argues that the vertical structure enables productive, "bottom up" management. The local unit pretty much sets its own agenda, and is responsible for designing and implementing most of its own program and raising its own funding," said Ferraez. "But when grate ideas [such as the transitional housing program that began in St. Louse] are generated at the local level, the national office implements them through out the country.'

Salvation Army employees are also motivated by the organization emphasis on goal setting. "When employees meet their goals they are recognized for their achievement, which helps to make them feel that they're making a major contribution," commented Ferraez. It's important for business to remember that it has a tremendous responsibility for workers, that they're people, not drones.

Answer all questions

a) What are the management practices that explained in Salvation Army?



- b) What factors affect as motivational factors with employees in Salvation Army? Comment your answer.
- c) Explain briefly the rational decision making process.
- d) What is power? Why it is important to a manager?
- e) Explain sources of power and their relevance in organizations.

(Marks 4 x 5 = 20 marks)

- 2. a) Explain the control process in organization. Why an effective control is needed by an organization?
- b) "Successful manager always should cater on effective control of his organization". Comment this statement.

3. Effective communication is a factor that leading the organization towards success. Hence manager always try to improve communication inside and outside of the organization.

- a) Briefly explain communication process and informal communication.
- b) What is vertical communication? What are the limitations in vertical communication?

- 4. a) According to management process, what is planning?
- b) Explain Strategic Management Process of an organization.
- c) by using suitable model, explain Michael Porter's five forces model in corporate portfolio approach in corporate strategy.

- 5. a) What is leadership?
- b) Explain "Trait Approach" to leadership. What are the limitations of this approach?
- c) Briefly explain contingency approach in leadership by using situational leadership model.

(Marks 10 x 3 = 30 marks)

