MACHAKOS UNIVERSITY

UNIVERSITY SUPPLEMENTARY EXAMINATIONS FOR 2019/2020 ACADEMIC YEAR

SCHOOL OF AGRICULTURAL SCIENCES
Department of Agricultural Education and Extension

FOURTH YEAR SECOND SEMESTER SUPPLEMENTARY/SPECIAL EXAMINATION FOR BACHELOR OF SCIENCE DEGREE IN AGRICULTURAL EDUCATION AND EXTENSION

AEE 434: MANAGEMENT OF AGRICULTURAL ORGANIZATIONS

Date: **Time:**   **am/pm**

Instructions:
Answer Question One (Compulsory) and any other Two Questions in Section "B"

SECTION A:

QUESTION ONE: (COMPULSORY)

a). Define the following terms:
   i).Human resource management   (2 Marks)
   Answer:
   Human resource management is the process of acquiring, training, appraising, and compensating employees.

   ii). Gantt chart   (2 Marks)
   Answer:
   A gannt chart is a horizontal bar chart used to show a project plan and its progress over time.

b). Explainfour benefits of good time management   (8 Marks)
   Answer: Benefits of managing time effectively include:

   i). *Stress relief - Making and following a task schedule reduces anxiety. As you check off items on your "to-do" list, you can see that you are making tangible progress. This helps you avoid feeling stressed out with worry about whether you're getting things done.*

   ii). *More time - Good time management gives you extra time to spend in your daily life. People who can time-manage effectively enjoy having more time to spend on hobbies or other personal pursuits.*

   iii). *More opportunities - Managing time well leads to more opportunities and less time wasted on trivial activities. Good time management skills are key qualities that employers look for. The ability to prioritize and schedule work is extremely desirable for any organization.*

   iv). *Ability to realize goals - Individuals who practice good time management are able to better achieve goals and objectives, and do so in a shorter length of time.*

c). i). Describe three ways of motivating workers in an organization   (6 Marks)
   Answer: Any 3 of the following
   i). ***Create a friendly work environment*** *- Your employees spend a large amount of time of their lives working in the office. So try to make the office look as friendly and appealing as possible.*

   ii). ***Acknowledge employees' achievement*** *- Everyone wants to be recognised for something they have done; regardless if it was for a work or personal achievement. The acknowledgement of a job well done coming from upper management will mean more to an employee than you think. Always remember to give credit when credit is due.*

   iii). ***Rewarding employees -*** *There will be times when it takes more than just a pat on the back. Try giving simple incentives when rewarding engaged employees. It does not have to be monetary rewards all the time; simple things like a week of having a personal parking spot at the office would be sufficient. Rewarding employees could also be a part of the company benefits.*

iv). **Positive communication is the key** - *Everyone communicates at work and it is probably the easiest thing you can do with your employee. Yet it can also be the most difficult. Spend a short period of time each day to have a word with your employees; discussing things from concerns to ideas.*

v). **Encourage friendly competition -** *A competitive environment is a productive environment. Encourage employees to participate in competitions or challenges as it is healthy and may actually lead to increased camaraderie. Friendly competition amongst teams helps with employee engagement and employee participation.*

vi). **Set/Have a meaningful and worthwhile goal** - *Managers should ensure that the organization has a vision and a plan at a corporate and individual level. Employees who have a path set before them that may lead to promotion can work towards a goal. Achievable goals are very helpful as it gives employees the drive to work harder without being asked to.*

vii). **Create a career path** - *When employees have an idea of what is provided or what the incentives are, they become further motivated. This will lead to increased commitment towards their employer.*

viii). **Be a leader worth following** - *As a leader, employees will to look to you to set an example for the rest of the group. If leaders set an example of positive thinking, employees will follow and the entire work culture will become more motivating.*

ix). **Encouraging creativity** - *Creativity does not have to be based on the work that the employees are doing. It could be simple task like giving ideas on the next company retreat or team building exercises.*

ii). Outline the six closely related activities in information management continuous cycle (6 Marks)

Answer:
  i).   *identification of information needs;*

  ii).   *acquisition and creation of information;*

  iii). *analysis and interpretation of information;*

  iv).   *organization and storage of information;*

  v).   *information access and dissemination;*

  vi).   *information use*

d). Outline three types of organizational plans   (6 Marks)
Answer: Three types of organizational plans are:

i).   **Strategic Plans** - *To best understand the relationship between the different types of plans, we will start with strategic plans (at the top). Strategic plans are designed with the entire organization in mind and begin with an organization's mission. Top-level managers design and execute strategic plans to paint a picture of the desired future and long-term goals of the organization. Essentially, strategic plans look ahead to where the organization wants to be in three, five, even ten years. Strategic plans, provided by top-level managers, serve as the framework for lower-level planning.*

ii).   **Tactical Plans** - *Tactical plans support strategic plans by translating them into specific plans relevant to a distinct area of the organization. Tactical plans are concerned with the responsibility and functionality of lower-level departments to fulfill their parts of the strategic plan.*

iii). **Operational Plans** - *Operational plans sit at the bottom of the organization's overall plan; they are the plans that are made by frontline, or low-level, managers. All operational plans focus on the specific procedures and processes that occur within the lowest levels of the organization.*

SECTION B: ANSWER ANY TWO (2) QUESTIONS FROM THIS SECTION

QUESTION TWO: 20 MARKS
a). Explain four types of information storage and retrieval systems   (12 Marks)
Answer:

Answer: Three basic types of information-storage-and-retrieval systems are:
a). **Document-retrieval systems** *– These systems store entire documents, which are usually retrieved by title or by key words associated with the document. In some systems, the text of documents is stored as data. This permits full text searching, enabling retrieval on the basis of any words in the document.*

b) Database systems - *They store the information as a series of discrete records that are in turn divided into discrete fields (for example name, address, and phone number);, records can be searched and retrieved on the basis of the content of the fields (e.g. all people who have a particular telephone area code). In these systems the data are stored within the computer, either in main storage or auxiliary storage, for ready access.*

c). **Reference-retrieval systems** *– They store references to documents rather than the documents themselves. Such systems, in response to a search request, provide the titles of relevant documents and frequently their physical locations. Such systems are efficient when large amounts of different types of printed data must be stored.*

b). Explain four reasons for patenting innovations   (8 Marks)
Answer: Any 4 of the following

i). **Exclusive rights** - *Patents provide the exclusive rights which usually allow your small & medium enterprise (SME) to use and exploit the invention for twenty years from the date of filing of the patent application.*

ii). **Strong market position** - *Through these exclusive rights, the inventor is able to prevent others from commercially using his/her patented invention, thereby reducing competition and establishing him/herself in the market as the pre-eminent (most excellent) player.*

iii). **Higher returns on investments** - *Having invested a considerable amount of money and time in developing innovative products, your SME could, under the umbrella of these exclusive rights, commercialize the invention enabling your SME to obtain higher returns on investments.*

iv). **Opportunity to license or sell the invention -** *If you chose not to exploit the patent yourself, you may sell it or license the rights to commercialize it to another enterprise which will be a source of income for your SME.*

v). **Increase in negotiating power -** *If your SME is in the process of acquiring the rights to use the patents of another enterprise, through a licensing contract, your patent portfolio will enhance your bargaining power. That is to say, your patent rights could be exchanged between your enterprise and the other.*

vi). **Positive image for your enterprise -** *Business partners, investors and shareholders may perceive patent portfolios (range, collections, and selections) as a demonstration of the high level of expertise, specialization and technological capacity within your company. This may prove useful for raising funds, finding business partners and raising your company's market value.*

QUESTION THREE: 20 MARKS

a). Discuss how behavioural theory differs from bureaucratic theory   (10 Marks)

Answer:

i). Behavioural Theory
Behaviourism, also known as behavioural psychology, is a theory of learning based on the idea that all behaviours are acquired through conditioning. Conditioning occurs through interaction with the environment. Behaviourists believe that our responses to environmental stimuli shape our actions. A behavioural theory of organizations takes into account that organizations are comprised of individuals, whose participation and performance require motivation.

ii). Bureaucratic Management Theory
The bureaucratic theory of management was built on Frederick Taylor's scientific management theory which takes the scientific principles that Taylor applied to production systems and applies them to human resources management as well. Unlike the behavioural theory of management which is based on the idea of conditioning human behaviour, bureaucratic management theory stresses clearly designated roles for employees and management based on hierarchies that streamline authority and make it clear who is in charge and who is not.

b). Explain the importance of effective communication in an organization   (10 Marks)

Answer: Any 5 of the following

i.   **Builds and maintains relationships** - *Relationships are built and can be maintained by positive encounters with others. Communication will be key to this process – without effective communication skills, it will be difficult to properly construct and foster productive relationships.*

ii. **Facilitates innovation** - *When employees feel comfortable in openly communicating new ideas, cooperation and innovation will be at an all-time high. If staff are unable to convey their ideas due to limited communication skills, it is likely that the idea will not be implemented to its full potential.*

iii. **Builds an effective team** - *If open communication within a workplace is encouraged, a more cohesive and effective team will emerge. Good communication within a team also tends to boost employee morale. When employees feel that they are well informed of the organization's direction and vision, they will feel more secure within their role.*

iv. **Managing employees** - *When managers are effective communicators, they are more able to inform staff adequately of their responsibilities and what is expected from them. Good communication skills also helps managers to provide constructive feedback to their staff, build better relationships, and understand personal goals that staff may wish to work towards.*

v.   **Contributes to growth of the company** - *Lack of communication can lead to the collapse of any organisation. Although that is a bold statement – without proper marketing collateral (security) and communication internally and externally, most organisations will struggle to survive. Effective communication can also lead to productivity and helps to avoid unnecessary delays in the implementation of policies.*

vi. **Ensures transparency** - *When regularly communicating both internally and externally, organisations remain more transparent. This is important in building trust in your products and services as well as internally when the organization comes to the trust that employees have in higher management.*

QUESTION FOUR: 20 MARKS

a). Explain the rationale for programme planning   (8 Marks)

Answer:

a). *Progress requires a design* **-** *Effective education is a result of design, not drift; it results from a plan-not from trial and error. The pay-off for educational effort comes when people change their behaviour to improve their situation. These results come most rapidly when careful planning is done and when effective teaching methods are used.*

b). *Planning gives direction* **-** *There are no tests for directing the people's learning in extension. This argument shows the difficulty of designing a plan and underscores the fact that planning is one of the most important jobs of extension workers.*

c). *Effective learning requires a plan* **-** *There must be consciously directed effort on the part of the teacher to give guidance to the learning process. The direction of this teaching effort can best be stated in terms of objectives. They must be developed with the people to be taught and must be capable of attainment by and with the people concerned.*

d). *Planning precedes action* **-** *The results of an action are dependent on the following: adequacy of analysis of the problems, situation of objectives and involvement of the people.*

b). Explain six steps involved in copywriting process   (12 Marks)

Answer: The 6 basic steps to copywriting process are:

i). *Check your product or services* **-** *To write an effective copy, it is essential to understand the Unique Selling Proposition (USP) of your product or services. People are interested in their own benefits.*

ii). *Know your target audience* **-** *Who do you want to attract? It is better to have a clear picture of exactly who these people are, housewives, working mothers, student, business man or farmers.*

iii). *Figure out your aim* **-** *Figure out, what is the end result that you want to obtain from advertising or promotional material.*

iv). *Understand your medium* **-** *Different form of advertising or promotional medium requires the different set of approach while writing copy to suit the taste of specific people related to the particular medium.*

v). *Write your cop**y* **-** *Once you figure out your product, target audience, aim and medium then you need to craft a copy. Write attention grabbing headlines and subheading and also make sure body copy interesting, precise and important.*

vi). *Proofread your copy* **-** *After you finish writing, proofread your copy to check for spelling, punctuations and grammar mistakes. It is completely unprofessional when there is an error in your copy. Error will take your message in different direction and spoil your hard work.*

QUESTION FIVE: 20 MARKS

a). Describe five ways through which organizational management interacts with personnel to control and plan its production   (10 Marks)

Answer: The 5 ways that management interacts with personnel to control and plan its production are:

i). *Planning* - *According to Fayol's theory, management must plan and schedule every part of industrial processes.*

i). *Organizing* - *Henri Fayol argued that in addition to planning a manufacturing process, management must also ensure that all of the necessary resources (raw materials, personnel, etc.) came together at the appropriate time of production.*

i). *Commanding* - *Henri Fayol's management theory states that management must encourage and direct personnel activity.*

i). *Coordinating* - *According to the management theory of Henri Fayol, management must make certain that personnel works together in a cooperative fashion.*

i). *Controlling* - *The final management activity, according to Henri Fayol, is for the manager to evaluate and ensure that personnel follow management's commands*

b). Explain five assumptions to be made in management of extension services for successful implementation of field management   (10 Marks)

Answer:

i). *The key extension staff will be in their established posts;*

ii). *All agents and other extension staff will have immediate access to vehicles;*

iii). *Various agencies, such as commodity boards, information services, agricultural research stations and other relevant organizations will be willing to cooperate with the extension staff in implementing specific components of the extension methodology as suggested;*

iv). *The government will take appropriate measures to cope with the developments resulting from an effective extension service. These developments will most probably be in the form of increased demand for agricultural inputs, i.e. credit, better seed, fertilizers and plant-protection chemicals, increased agricultural production, underlining the need for appropriate marketing, pricing and storage mechanisms;*

v). *Agents will perform extension activities within and sometimes outside their areas, but they will not be moved to duties away from their designated areas unless upon their own request.*