



MUEO

MOI UNIVERSITY

OFFICE OF THE DEPUTY VICE CHANCELLOR, ACADEMIC AFFAIRS, RESEARCH &
EXTENSION

MOI UNIVERSITY EXAMINATIONS

2021/2022 ACADEMIC YEAR

FIRST YEAR SPECIALS/SUPPLEMENTARY EXAMINATIONS

FOR THE DEGREE OF EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

COURSE CODE: MBA 800

COURSE TITLE: THEORY AND PRACTICE OF MANAGEMENT

DATE: 27TH JULY 2022

TIME: 9AM – 12 NOON

INSTRUCTIONS TO CANDIDATES

Answer **Question One** and any other **three** questions

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Question One (Compulsory= 40 marks)

- a) Using the notion of 'Management theory Jungle' elaborate on old and the new management theory thoughts as advocated by Harold Knootz (10 marks)
- b) Using relevant examples, explain the connection between management theories and aviation industry business (10 marks)
- c) Using the following Management theories, discuss the extent to which these theories are applicable in today's world. (15 Marks)
- i. Scientific Management Theory
 - ii. Machiavellian Theory
 - iii. Conflict Theory
- d). Discuss the Management Practices and Research that led to the birth of Human Relations Movement in the early 20th Century. (5 Marks)
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Question Two (20 marks)

- a) Discuss the notion that 'Bureaucracy leads to the most rational and efficient type of Organizational form'. (10 marks)
- b) Discuss the extent to which Quality Management Practices impacts aviation Organizations in terms of management of quality. (10 marks)

Question Three (20 marks)

- a.) Drawing on relevant examples from Kenyan Organizational, use at least ten principles of Administrative Theory to support and/or not support this argument. (10 marks)
- b.) Discuss the practicality of Emotional intelligence (E.I) to management theory and practices. (10 marks)
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Question Four (20 marks)

- a) Discuss in detail the Systems theory of management and its contributions to the modern management practice. (10 marks)
- a) Management Researchers frequently argue that Managerial decisions and actions often follow the path of "Contingencies and Dynamisms". Discuss this statement clearly outlining the tenets that support this argument. (10 marks)

Question Five (20 marks)

- a). 'Managerial Roles' as advocated by Henry Mintzberg is considered supreme in management studies. Discuss this statement clearly bringing out areas of convergence and divergence between the two Philosophical underpinnings (10 marks)
- b.) Examine the implications of COVID-19 pandemic to the application of the 'Management theory and business research' (10 marks)

Question Six (20 marks)

- a) Compare and Contrast Theory X and Theory Y their implications to Management practice today. (10 marks)
- b). There is no notion as an "Excellent organisation". In reference to Excellence paradigm, elaborate such contention basing your argument on Kenyan management practices. (10 Marks)

