



MUEO

MOI UNIVERSITY

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

MOI UNIVERSITY EXAMINATIONS

2022/2023 ACADEMIC YEAR

SPECIAL/SUPPLEMENTARY EXAMINATIONS

FOR THE DEGREE OF EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

COURSE CODE: MBA 800

COURSE TITLE: THEORY AND PRACTICE OF MANAGEMENT

DATE: 16TH NOVEMBER 2023

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 examples in aviation industry, Differentiate between Management and Leadership in theory and practice of management **(10 marks)**
- b) Outline FIVE salient features of management in management theory and practice **(5 marks)**
- c) Using the following Management theories, discuss the extent to which these theories are applicable in today's world. **(15 Marks)**
- i. Human Relations Theory
 - ii. Contingency theory
 - iii. Theory X and Y
- d) Elaborate FIVE key dimensions of emotional intelligence (EI) that aviation managers need to master in their day to day running of their work. **(10 Marks)**

Question Two (20 marks)

- a) Assess the contribution of Henry Fayol to the growth of management theory and to the aviation industry **(10 marks)**
- b) With relevant examples, explain Five challenges managers in aviation industry face and how to overcome such management challenges **(10 marks)**

Question Three (20 marks)

- a.) Management theory jungle/tangle by Henry Knootz provides lessons on how management theory has evolved. Elaborate on this jungle/tangle and shade light on the entanglement in the jungle of management theory **(10 marks)**
- b.) Aviation industry thrives in Chaos. Using chaos theory, discuss how managers use this theory to solve aviation management issues. **(10 marks)**

Question Four (20 marks)

- a) Describe FIVE features of systems theory in light of aviation industry dynamics. **(10 marks)**
- b.) According to William Ouchi, Theory Z is the ideal management theory for today's organisations. Support this statement with five reasons why you conquer with him. **(10 marks)**

Question Five (20 marks)

- a) Assess the contribution of Fredrick Winslow Taylor to management theory and practices.
(10 marks)
- b) Point out five advantages of Machiavellian theory to management practices (5 Marks)
- c) Organisations are termed as learning organisations. Differentiate between learning organisation and organisation learning (5 Marks)

Question Six (20 marks)

- a) 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)
- b) Mental wellbeing and management of stress is key to successful management of employees today. As a manager employed recently in your industry, recommend measure to put in place to support this initiative. (5 Marks)
- c) Describe what entails a bureaucratic organisation according to Max Weber (5 Marks)