



MUEO

MOI UNIVERSITY

OFFICE OF THE CHIEF ACADEMIC OFFICER

UNIVERSITY EXAMINATIONS 2012/2013 ACADEMIC YEAR

END OF SEMESTER I EXAMINATIONS

**FOR THE DEGREE OF
EXECUTIVE MBA**

EXAM CODE:- MBA 870

COURSE TITLE:- THEORY & PRACTICE OF MGT

DATE:- 13TH FEBRUARY, 2013 TIME:- 9.00A.M. - 12.00NOON.

INSTRUCTION TO CANDIDATES

➤ **SEE INSIDE.**

THIS PAPER CONSISTS OF (2) PRINTED PAGES

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MBA 870: THEORY AND PRACTICE OF MANAGEMENT

INSTRUCTIONS TO CANDIDATES

Answer Questions *ONE* and any other *THREE* questions.

QUESTION ONE (Compulsory) 25 marks

Read the following case carefully and answer the questions that follow

Blocks Ltd & Fones Ltd

Tom (who works for Blocks Ltd.), and Deirdre, (who works for Fones Ltd.), are employed as production managers. Last night, both of them attended a staff development meeting organized by a Production Management Institute (a professional body), of which they are members. During the tea-break, Tom and Deirdre discussed the various leadership styles that they were following in their respective organizations.

Tom told Deirdre that he had a friendly personality and was optimistic that he will get on well with the workers in the factory. He went on to say that a total of fifty workers are employed, with 40 of them having been employed with the business for over 20 years. The others, mostly unskilled, tend to be younger workers who stay for a year or so and then move on, since Tom thinks that they are harder to motivate. Tom is aware that new Health & Safety regulations are due to be implemented and this will require discipline in the workforce. He is thinking of adopting a more autocratic leadership style.

Deirdre told Tom that she was newly appointed to the role, and was relatively inexperienced. She pointed out that she manages a team of forty workers, grouped into project teams with highly skilled and experienced staff in each team. Deirdre mentioned that her predecessor was unpopular with the workforce since he adopted an autocratic style of leadership. At one stage, the Labor Relations Agency were asked to mediate in a dispute regarding management/employee relations. In view of this, she had been thinking of adopting a democratic leadership style.

Questions

- (i) Explain the key functions of management within organizations such as Blocks Limited and Fones Limited. (10 marks)

(ii) With reference to relevant management theory, discuss whether or not Tom and Deirdre should adopt their proposed new leadership styles within their respective organizations.

(10 marks)

(iii) With reference to each organization (Blocks Limited and Fones Limited), discuss the role of management in motivation.

(5 marks)

QUESTION TWO

(a) You are a director of a company in which you have been tasked to develop selected number of promising employees to various management positions. Explain the most important skills you would wish to develop in them to become effective managers and why.

(8 marks)

(b) In a company with many employees, different employees will respond to different kinds of motivation. How may such companies satisfy all employees?

(4 marks)

QUESTION THREE

Using relevant examples discuss the Fayol's principles of management, clearly indicating its weaknesses/shortcomings in today's business organizations.

(15 marks)

QUESTION FOUR

Briefly discuss how the following management theories may be used to improve an organizations performance;

- i) Scientific management theory (5 marks)
- ii) Theory Z (5 marks)
- iii) Systems theory (5 marks)

QUESTION FIVE

Discuss how the following issues are influencing management practice in the 21st century.

- i) Affirmative action and Equal opportunity (5 marks)
- ii) Performance Management (5 marks)
- iii) Demand for managerial ethics (5 marks)

QUESTION SIX

- a) Explain Eight (8) principles of communication. (10 marks)
- b) Explain briefly how a manager's performance is influenced by personal traits. (5 marks)

END