



MUEO

MOI UNIVERSITY

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

UNIVERSITY EXAMINATIONS 2016/2017 ACADEMIC YEAR

END OF SEMESTER II EXAMINATIONS

MASTER OF BUSINESS ADMINISTRATION

EXAM CODE:- MBA 870

COURSE TITLE:- MANAGEMENT THEORY & PRACTICE

DATE:- 2ND MARCH, 2017 TIME:- 9.00A.M. – 12.00NOON.

INSTRUCTION TO CANDIDATES

➤ SEE INSIDE.

THIS PAPER CONSISTS OF (2) PRINTED PAGES

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END OF SEMESTER EXAMS

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INSTRUCTIONS TO CANDIDATES

Answer question **ONE** and any other **THREE**

QUESTION ONE

When MasterCard became a public corporation in May 2006, the momentous occasion signified the start of a new way of doing things for the company's 4,600 employees around the world. Company executives wanted to ensure that every employee understood what such a change meant and how MasterCard would be different after the initial public offering (IPO). To do that, they decided to hold the "largest single learning event in the company's history."

This learning event, dubbed the RoadMap to the Future, was to be a series of intensive, 4.5 hour seminars conducted in 110 workshops in 36 cities over a three week time frame. Rebecca Ray, the company's senior vice president for global learning, was put in charge of the event. She recognized that pulling it off effectively and efficiently would require some serious and detailed planning. Dozens of company human resource (HR) specialists and hundreds of local managers around the world would be serving as trainers and facilitators. They would be the ones face-to-face with employees, teaching them about what being a publicly traded company meant and what changes they could expect. Preparing these individuals for such an important task would require significant planning. The goal of the training was to ensure that every employee understood the business strategy and how MasterCard would be different after the IPO.

The training program was to be anchored by three "learning maps" or topics. The first, called "Universe of Opportunities," would describe the company's competitive landscape and industry challenges/opportunities. The second, titled "How We Make Money," was to focus on MasterCard's financial models and how it fits into the industry. The final one, titled "New Climate, New Culture, New Company," would be very detailed about the company's strategy as a public company and what it would take to successfully pursue that strategy

QUESTIONS

- a) Discuss the role that the goals were expected to play in the planning of this training event and list some goals which you think might be important.
(12 marks)

- b) Explain the types of plans which would be needed to ensure success for conducting the event. The explanation should state why the plans are important **(8 marks)**
- c) What challenges might there be in doing such an event in different global locations and over a short time frame? **(4 marks)**

QUESTION TWO

“Non-financial incentives are as strong motivators as the financial ones”. Critically examine this statement in the light of Maslow’s and Herzberg’s theories of motivation. **(12 marks)**

QUESTION THREE

- a) What four factors in the decision-making environment influence the decision-making process and the decision maker? **(8 marks)**
- b) “Absolute rationality in decision making is an illusion”. Critically examine the statement with examples. **(4 marks)**

QUESTION FOUR

"Leadership and Management are two distinct but complementary systems. While managers promote stability, leaders press for change. Only organizations that can embrace both sides of that contradiction can thrive in turbulent times" (Kotter, 1995).

- a) Make a list of what you believe are leadership tasks and what are management tasks. **(4 marks)**
- b) Then critically evaluate the above quotation? **(8 marks)**

QUESTION FIVE

Making due reference to at least ONE relevant theory in EACH part of the question

- a) Evaluate the classical approach to management. **(8 marks)**
- b) Compare and contrast the classical approach to management with the systems approach **(4 marks)**

QUESTION SIX

- a) “Organization chart provides a broad picture of positions of authority and their relationships in the organization structure”. Discuss this statement. **(6 marks)**

b) Explain what is meant by span of control and examine the traditional as well as modern view points on the span of control.(**6 marks**)