



MUEO

MOI UNIVERSITY

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

UNIVERSITY EXAMINATIONS 2013/2014 ACADEMIC YEAR

END OF SEMESTER I EXAMINATIONS

**FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION**

EXAM CODE:- MBA 870

**COURSE TITLE:- THEORY & PRACTICE OF
MANAGEMENT**

DATE:- 5TH FEBRUARY, 2014 TIME:- 9.00A.M. - 12.00 NOON.

INSTRUCTION TO CANDIDATES

➤ SEE INSIDE.

THIS PAPER CONSISTS OF (2) PRINTED PAGES

PLEASE TURN OVER

FIRST SEMESTER 2013/2014

COURSE CODE: MBA 870

COURSE TITLE: THEORY AND PRACTICE OF MANAGEMENT

TIME: 3 HOURS

Instructions to Candidates

- Answer any **four** Questions
- *Question One is Compulsory*

QUESTION ONE (COMPULSORY)

Read the Case and answer the Questions that follow

Emergency Planning

Assume that you are the CEO of a large discount retailing company. You have decided that your firm needs to change the strategy in order to survive. Specifically, you want the firm to move away from a discount retailing and a more into specialty retailing.

To make this change, you know that you will need to close four hundred of your twelve hundred discount stores within the next year. You also need both increase in expansion rate of your two existing specialty chains and launch a new chain. Your tentative plans for opening three hundred specialty stores in one business and 150 in the other next year. In addition, you want to finalize the basic concept from the new chain and to open ten next year. Finally, although you will be able to transfer some discount- store employees' specialty retail jobs, the new plan will put a few hundred people out of work.

Questions

- a) Write a press release that outlines these goals. (8 marks)
- b) Determine the best way to communicate the goals to your employees. (8 marks)
- c) Develop a contingency plan for dealing with problems. (8 marks)

QUESTION TWO

a) Reflecting on leadership approaches and behavior explain the contributions of the following studies in respect to people Task Oriented Leadership

i) The Michigan Studies

ii) The Ohio Studies

iii) The Harvard Studies

(6 marks)

b) Discuss the contribution of the following personalities in the field of Scientific Management

a) Max Weber and Henri Fayol

b) Mary Parker Follet and Elton Mayo.

(6 marks)

QUESTION THREE

a) Explain with appropriate examples of how the span of control differ for a firm with numerous employees who perform similar tasks and for a firm with highly diverse task? (6 marks)

b) Discuss the characteristics of an effective control system in an organization and illustrate each of them with a specific examples from an organization of your own choice. (6 marks)

QUESTION FOUR

a) Discuss the two types of models regarding how managers make decisions. (3 marks)

b) From an organization of your choice, explain steps necessary for effective decision making. (3 marks)

c) Discuss the difference between Theory X Theory Y and Z in relation to contemporary models of management. (6 marks)

QUESTION FIVE

- a) Most Business firms engage in Corporate Social Responsibility in order to achieve their objectives. Discuss the major arguments for and against Social Responsibility that have often been expressed in the social responsibility debate. Give your stand on this debate. (6 marks)
- b) Identify the principles of Scientific Management and explain how you will apply each principle to improve your staff performance on organization of your choice. (6 marks)

QUESTION SIX

- a) In an Organization of your choice discuss why Effective communication is essential. (6 marks)
- b) Discuss the tenets of Effective communication. (6 marks)

E...N...D
