



MOI UNIVERSITY

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

**UNIVERSITY EXAMINATIONS
2015/2016 ACADEMIC YEAR**

END OF SEMESTER EXAMINATION

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

EXAM CODE: MBA 870

**COURSE TITLE: THEORY AND PRACTICE OF
MANAGEMENT**

DATE: 16TH FEBRUARY, 2016 TIME: 9.00AM – 12.00NOON

INSTRUCTIONS TO THE CANDIDATES

PLEASE TURN OVER

MOI UNIVERSITY
END OF FIRST SEMESTER EXAM
2015/2016 ACADEMIC YEAR
MBA 870: Theory and Practice of Management

Instructions: Answer question one and any other three

QUESTION ONE

- a. Discuss how managers may address the following current issues:
 - i. Global competition (3marks)
 - ii. Performance measurement (3marks)
 - iii. Managing diversity (2marks)
- b. Explain four determinants of an organization structure (7marks)
- c. Explain why it is critical for a manager to delegate. (3 marks)
- d. How may you assess the quality of managerial:
 - i. Planning function (3marks)
 - ii. Organization function (3marks)

QUESTION TWO

- a) Demonstrate using appropriate examples how managers at differently levels may respond to external environmental factors to achieve their organizational goals and objectives (6marks)
- b) Discuss critical set of skills that a CEO of a large company like East Africa Breweries ltd must possess in order to lead the company successfully (6marks)

QUESTION THREE

- a) Using any four approaches of internal analysis demonstrate how managers may appreciate their organizational profiles to enable them take cognizant of their strengths and weaknesses. (8marks)
- b) Explain the features of a good control function in an organization (4marks)

QUESTION FOUR

- a) "Business organizations that select managerial candidates on the basis of their records as individual performers largely base on academic records often pick the wrong people." Discuss this statement in the light of hard versus soft management approaches (6marks)
- b) Discuss features of any two content theories of motivation (6marks)

QUESTION FIVE

- a) Discuss three models of decision making process (9marks)

- b) Communication is said to be the life-blood of an organization. Explain. (3marks)

QUESTION SIX

- a) Explain the rationale for corporate social responsibility (3marks)
- b) Discuss three models of ethics highlighting the significance of ethical practice in organization (9marks)