



# MASENO UNIVERSITY

## UNIVERSITY EXAMINATIONS 2012/2013

### FIRST YEAR FIRST SEMESTER EXAMINATIONS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (CITY CAMPUS - WEEKEND)

#### MBA 806: MANAGEMENT PRINCIPLES AND PRACTICES

*Date: 21<sup>st</sup> July, 2013*

*Time: 2.00 – 5.00 p.m..*

#### INSTRUCTIONS:

1. Attempt ANY FOUR questions
2. All questions carry equal marks.



1 a) Successful management requires an understanding of the fundamental concepts of effective management techniques and principles. In order to gain such insight, and manage effectively and efficiently, managers must develop an awareness of past management principles, models and theories. From the turn of the 20th Century, the need for a formal management theory was growing evident; organisations required a system to guide managers in an attempt to improve productivity and efficiency of workers.

Study closely the sub-section above and explain the Classical Theories of Management as provided by Henri Fayol (8 Marks)

b.) The Managerial Function of Planning is crucial because too often faulty plans affect the future of the entire organizations. Illustrate and explain clearly the Hierarchy of Organizational Plans and how Strategic Plans differ from Operational Plans (7 Marks)

2 a). A certain research was conducted to explore the awareness and use of strategic planning tools and techniques by public companies in Kenya in the financial, service, and industrial sectors. A cross-sectional survey was employed rather than in-depth, case study-type analysis. The main findings of this research were that the most used techniques by companies were financial analysis, and analysis of key (critical) success factors. It was found that the managers of these companies have little an awareness of planning g tools and techniques.

By way of educating these managers, explain the key planning tools and techniques that they could adopt, bringing out clearly distinctions that may exist within each of these techniques (8 Marks)

b.) The Rational Model of Decision-Making helps managers go beyond priori reasoning, i.e. the assumption that there is an obvious solution already existing and waiting to be found for problems instead managers can make programmed, systematic approaches to come up with high quality decisions. Discuss (7 Marks)

3 a) Asian business management styles has been of great interest to many ever since the rise of Japan Inc. during the 1980s. The 'sudden' Japanese success in the US and European markets was explained by numerous authors as well thought out strategic mindset, Superior productivity, organizational culture and the most important element, the Systems of Management adopted by business firms in that continent .

Analyse closely the paragraph above and discuss the Systems of Management alluded to above, showing clearly the inner elements of each (8 Marks)

b) In the business world, a communication blunder can cost a firm customers, hurt its relationships with key suppliers and important human resources. GHT Inc. recently lost an important shareholder vote, and the chairman of the Board Caron Williams blamed poor communication for the company's failure to secure shareholder approval. With the assistance of **business consulting firms**, companies can prevent communication mishaps that impact the public's perception, reduce productivity and lower employee morale.

Critically examine the case provided above and explain how barriers to communication can be overcome in order to improve communication in business firms (7 Marks)

4 a) High on the list of things that cause a lot of unnecessary problems for some large business organizations is chronic disorganization. Lack of organized systems and procedures for planning and doing work is a carryover of rigid ideas on how to organize. But a disorganized business is an inefficient business, one that burns way too much time, energy and other resources for the return it produces in profit and satisfaction.

**Discuss then, the reasons for failure in Organizing showing in the process the consequence of each reason that you have provided (8 Marks)**

b) **TRIX is one of the leading corporate conglomerates in the world of Insurance and the firm** wanted its employee selection process to be a reliable and accurate assessment of the competencies necessary to produce exceptional results. They discovered that a candidate's previous work experience was not necessarily a predictor of future success. In addition, they wanted the candidate experience to differentiate career opportunities at TRIX from their competitors

Study the case of the firm provided above and, in the context of Staffing as a function of management, explain the Employee Selection Process (7 Marks)

5a) Provide a compelling justification regarding the need for the Controlling Function in the management of firms (8 Marks)

b) Organizations implement control in a number of different ways and at different levels. Along with determining the areas in which they wish to use controls, managers need to also consider the types of control they wish to use. There are various types of control based on the stage in the production process when they are used, and on the degree of human discretion they require. Effective control

requires attention to those factors critical to measuring performance against plans.

Explain then the types of Critical Point Control Standards that can be used by business firms (8 Marks)

6. Provide a comprehensive account of the relationship of Management principles and Practices and each Functional business functional area of management (15 Marks)