



MASENO UNIVERSITY

UNIVERSITY EXAMINATIONS 2012/2013

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

MBA 806: PRINCIPLES AND PRACTICE OF MANAGEMENT

Date: 24th July, 2013

Time: 5.30 – 8.30 p.m.

INSTRUCTIONS:

- ◆ Attempt ANY FOUR questions.
- ◆ All questions carry equal marks.

Question One

- i. Explore the limitations of Scientific Management as proposed by Frederick W. Taylor and colleagues. [4mks]
- ii. In what ways is Ouchi's Theory Z considered a new approach to management? [6mks]
- iii. Evaluate the various ways of executing employee separation. [5mks]

Question Two

- i. Describe the barriers to diversity with aid of requisite examples. [6mks]
- ii. Make arguments for and against corporate social responsibility on the basis of profit maximization. [4mks]
- iii. Your board has directed that you introduce a new brand of painkillers. It is premium priced and targets the cream of the market. As the firm's marketing manager, you are worried of your next move. Why? Whereas the brand is priced 50% above its closest competitor, you have learnt from an internationally peer reviewed medical journal that its basic ingredient is only 5% superior to this competitor's basic ingredient in efficacy. Will you launch the painkiller or not? Explain your answer. [5mks]

Question Three

- i. Evaluate the leadership styles. [8mks]
- ii. An organization's culture has four functions. Describe each. [4mks]
- iii. Explain any three categories of workforce diversity. [3mks]

Question Four

- i. Logically show the distinction between authority and responsibility [4mks]
- ii. "Planning facilitates co-ordination." Explain this statement. [5mks]
- iii. Define the managerial function of controlling. [2mks]
- iv. Describe the process of controlling. [6mks]

Question Five

Make short notes on each of the following nonrational decision making models.

- i. Satisficing [3mks]
- ii. Incremental [3mks]
- iii. Coalition [3mks]
- iv. Garbage can [3mks]
- v. Intuitional [3mks]

Question Six

- i. Explain the universality of management. [5mks]
- ii. Robert L. Katz proposed three kinds of skills for administrators. Heinz Wehrich added a fourth one.
 - a. Explain the relevance of each skill. [8mks]
 - b. Relate the skills to management levels. [2mks]