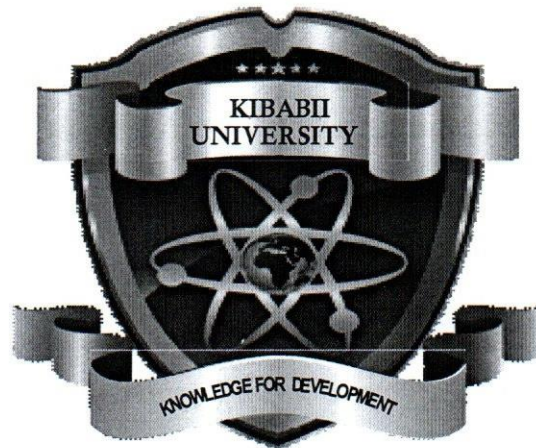


KIBABII UNIVERSITY



**UNIVERSITY EXAMINATIONS
2015/2016 ACADEMIC YEAR
FIRST YEAR FIRST SEMESTER
FOR THE MASTER OF BUSINESS ADMINISTRATION**

COURSE CODE: MBA802

COURSE TITLE: MANAGEMENT PRACTICES

DATE: 9TH MAY 2016 **TIME:** 8.00AM

INSTRUCTIONS TO CANDIDATES

Answer **QUESTION ONE** and any other **TWO** questions

Q1. Some scholars have argued that the concepts of Administrative theory advanced by Henri Fayol work well only in western Culture and not in Africa or Asian Cultures. Drawing on relevant examples from Kenyan Organizational cultural practices, use at least ten principles of Administrative Theory to support and/or not support this argument. (20mks)

Q2 a). Discuss the thesis advanced by Max Weber that “Bureaucracy leads to the most rational and efficient type of organizational form” (10mks)

b) Explain the extent to which adaption of quality management practices like ISO among Kenyan Public Institution is likely to bring similar dysfunctions as Bureaucracy (10mks)

Q3 a). Contemporary work on managerial roles by Henry Mintzberg dismisses the traditional contention that management practice displays some interrelated functions’ Discuss this statement clearly bringing out areas of convergence and divergence between the two philosophical underpinnings (10mks)

b). Assume you are employed by Toyota East Africa as the CEO, discuss how you could apply the following management theories to improve the overall organizational Performance of the company

i). Systems Theory

ii). Theory X and Y. (10mks)

Q4 a). John Adair a management scholar argues the managerial planning and effective communication are the pillars of a manager’s job. Do you support this view? Discuss (10mks)

b). “The Science of Management is a thoughtful, organized and human approach to the performance of the management job as contrasted with a hit-or-miss, rule-of-thumb approach” comment on this statement and put forward suitable illustrations to indicate your viewpoint (10mks)

Q5 a). Discuss briefly the contribution of Taylor, Emerson, Gilbreth and Gantt to scientific Management thought (10mks)

b). “A manager is supposed to develop the skills of command in motivation” Explain discussing the methods of Motivation of the people employed in an organization (10mks)