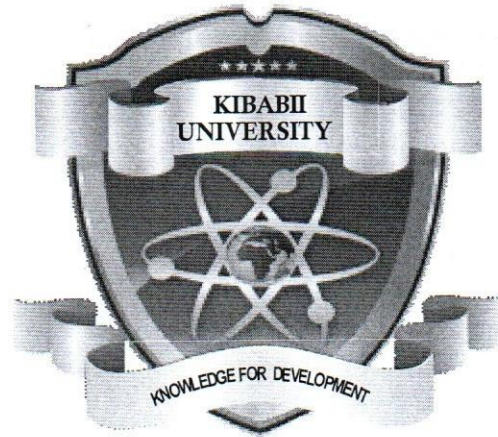


KIBABII UNIVERSITY



UNIVERSITY MAIN EXAMINATIONS

2017/2018 ACADEMIC YEAR

FIRST YEAR FIRST SEMESTER

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

COURSE CODE: MBA 802

COURSE TITLE: MANAGEMENT PRACTICE

DATE: 7/08/2018

TIME: 2 –5 PM

INSTRUCTIONS TO CANDIDATES

- Answer question **ONE** (compulsory) and any other **THREE** questions
- Question **ONE** attracts **40 marks**
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

QUESTION ONE

Read the case study below and answer questions that follow

CASE: KENYA PIPELINE COMPANY IN THE DARK OVER EXTENT OF EACC INVESTIGATIONS ON ITS STAFF

Kenya Pipeline Company (KPC) yesterday denied revelations of massive corruption at the organisation. On Monday, The Standard carried an exclusive report cataloguing how the firm had reportedly lost Sh70 billion in inflated tenders. At a press conference at KPC offices in Nairobi's Industrial Area, KPC MD denied that the firm had lost Sh95 billion in various projects. The KPC MD gave a point-by-point account on 12 tenders touching on key projects that have been subject of media reports.

He denied that there is no loss of any money, terming the reports as unfair and reckless and only meant to damage his reputation. KPC transports, stores and delivers petroleum products to Kenya and the EAC region. At the same time, he said he was unsure of the nature and extent of investigations by Ethics and Anti-Corruption Commission (EACC) even as it resorted to send three employees on forced leave.

According to the KPC MD, is yet to inform the company about the reasons for issuing search warrants to three of its senior employees. However, he said he had written to the EACC seeking to know the reasons for the search warrants that were issued against company managers in Finance and Procurement. "Once they write to us, in line with our rules and regulations, we will take disciplinary measures," he said. But even before this feedback, KPC has as it fights off graft claims. The KPC MD said the decision to send away the employees (the three) on a 30-day compulsory leave was necessary to give room for full investigations in connection to the tender for the purchase of hydrant pit valves (HPVs), used for refuelling aircraft. The tender was worth Sh647 million. "On 24th May 2018, EACC carried out a search operation at the residences of the public officials of the Kenya Pipeline who handled the procurement process at the time."

- a) What do think are the probable reasons for decimal performance of Ethics and Anti-Corruption Commission (EACC) in the fight against corruption in the Country Kenya? (10 marks)

QUESTION THREE

Write brief notes on each of the following Schools of Management Thought:

- a. Classical Perspective **(5 marks)**
- b. Administrative Management **(5 marks)**
- c. Bureaucratic Management **(5 marks)**
- d. Behavioural Perspective **(5 marks)**

QUESTION FOUR

(a) Discuss the relevance of System and Situational (Contingency) approaches to Kenya Pipeline Company's staff and management **(10 marks)**.

(b) "Leadership and Management are two distinct but complementary systems. While managers promote stability, leaders press for change. Only organisations that can embrace both sides of that contradiction can thrive in turbulent times" (Kotter, 1995). Critically evaluate the above quotation? **(10 marks)**

QUESTION FIVE

- a) Management likes other practices-whether medicine, music composition, or even accountancy- is an art. It is know-how. Yet managers can work better by using the organized knowledge about management. It is this knowledge that constitutes science. As a student of management, explain why Management is a **Science** and as an **Art** **(10 marks)**
- b) Briefly explain any **FIVE** Principles of Scientific Management as advanced by *Fredrick Winslow Taylor* commonly known as '**Father of Scientific Management**' **(10 marks)**