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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

MAIN EXAMINATION

2020/2021 ACADEMIC YEAR

FIRST YEAR FIRST SEMESTER

FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION

COURSE CODE: MBA 802/MBT 811

COURSE TITLE: MANAGEMENT PRACTICE

DATE: 02/08/2021

TIME: 9.00AM-12.00PM

INSTRUCTIONS TO CANDIDATES

- 1) Answer Question **ONE**(Compulsory) and **ANY OTHER THREE** Questions
- 2) Candidates must hand in their answer booklets to the invigilator while in the examination room
- 3) Credit is given for legibility, clarity and use of relevant examples
- 4) Question **ONE** is **40 marks** while Questions **2-5** carry **20 marks** each
- 5) Clearly write your **Registration Number** on each answer sheet used

TIME: 3 Hours

KIBU observes **ZERO** tolerance to examination cheating

QUESTION ONE

Read the case study below and answer questions that follow

CASE: UNCERTAINTY ABOUT THE FUTURE

Did you know that only 20% of managers said they had full clarity on how business initiatives rolled out in 2019 impacted against organisational goals. That means that 80% of managers are acting without a comprehensive vision of how and why changes are being made. The COVID-19 pandemic has only served to accelerate this trend. According to McKinsey, existing management models no longer address the challenges that the crisis presents. There are consequences to all this uncertainty. For instance, it can impact our mental wellbeing and decision-making. We may find ourselves more prone to making rash decisions. Likewise, we may find ourselves putting off decisions until we have more data points to work from.

COVID-19 has clearly proven to be an ominous threat, impacting the health of both individuals and businesses. Research shows that 93% of employees have struggled with their wellbeing in 2020. That's almost everybody! 73% of those affected linked this struggle to the pandemic.

Workers who have shifted from the office to working remotely, have reported feeling less connected to their colleagues. Job insecurity continues to be another source of stress, with 23% of the workforce fearing that they may lose their source of income. Health and safety concerns relating to a possible return to the workplace have also fueled anxiety for many employees. Remote work is likely to continue for around 41% of employees. As such, it's time to start redesigning work schemes to promote employee wellbeing and support programmes in favour of today's hybrid workforce!

The best way to deal with uncertainty is to embrace the fact that COVID-19 is here to stay indefinitely. Managers should consider re-evaluating their current operating models, in light of this uncertainty. If you haven't yet, *scenario planning* is a practice you may want to start incorporating into your strategic approach. If you start planning for future scenarios now, you'll be better equipped to deal with them when they eventually arrive. We can't predict the future, but we can make ourselves future-proof.

Required:

- a) What do think are the challenges associated with COVID-19 to individuals and businesses? (10 marks)
- b) Discuss how entrepreneurs/business people can prepare adequately to handle change at workplace like COVID-19 (10 marks)
- c) Expound on the concept of “*scenario planning*” as used in the case study (10 marks)
- d) “Managers should consider re-evaluating their current operating models, in light of this uncertainty” Discuss the implication of this statement (10 marks)

QUESTION TWO

- a) Discuss this statement “Management is an art of getting things done through and with the people in formally organized groups” (10 marks).
- (b) Enumerate and discuss the main characteristics of Management as a Science (10 marks)

QUESTION THREE

- a) Describe the different levels of management to an organization (10 marks)
- b) The organizing process can be done efficiently if the managers have certain guidelines so that they can take decisions and can act. To achieve the efficiency and effectiveness, discuss the Five Principles of Organizing Function that a manager can use. (10 marks)

QUESTION FOUR

- (a) Management by Objective is a process of agreeing upon objectives within an organization so that management and employees agree to the objectives and understand what they are in the organization. Describe the process of Management by Objective (10 marks).
- (b) Directing is said to be “the heart of management process.” Discuss this statement in light of the role of directing as a function in an organization (10 marks)

QUESTION FIVE

- I. Describe Management Thought (5 marks)
- II. Explain the relevance of the following theories of management thoughts to the management of Kibabii University
 - a. Quantitative theory of management (5 marks)
 - b. Scientific Management theory (5 marks)
 - c. Contingency theory (5 marks)