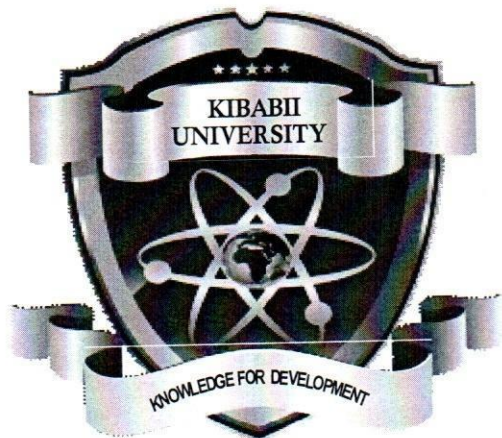


# KIBABII UNIVERSITY



## UNIVERSITY EXAMINATIONS 2021/2022 ACADEMIC YEAR FIRST YEAR FIRST SEMESTER

### MAIN EXAMINATION

### FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

**COURSE CODE: MBA 802**

**COURSE TITLE: MANAGEMENT PRACTICE**

**DATE: 04/02/2022**

**TIME: 2.00PM – 5.00PM**

---

#### INSTRUCTION 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**)
- KIBU observes **ZERO** tolerance to examination cheating

## **QUESTION ONE**

**Read the case study below and answer questions that follow**

### **CASE: A CASE STUDY ON STRATEGIES TO DEAL WITH THE IMPACTS OF COVID-19 PANDEMIC IN THE FOOD AND BEVERAGE INDUSTRY**

The novel coronavirus disease, also referred to as COVID-19, was first identified in December 2019 in the city of Wuhan, which is in the Hubei province of China. Within a short time, the COVID-19 epidemic spread throughout the globe, becoming a true pandemic that has severely affected almost every country. The COVID-19 pandemic has a direct impact on public health (Paul & Chowdhury 2020a). As of September 6, 2020, COVID-19 had resulted in more than 26.9 million infections and more than 881 thousand deaths (Worldometers 2020). Along with its impact on public health, the pandemic has also impacted the operations of supply chains, sustainable economic growth, and the environmental performance of supply chains (Chowdhury & Paul, 2020; Khan et al., 2019; Suhi et al. 2019; Paul et al. 2019a; Khan et al., 2020; Moktadir et al. 2020).

The COVID-19 pandemic has also had significant economic consequences globally. In particular, the world economy faces a negative supply stock because of the pandemic, which has forced factories to keep shutting down, thereby disrupting the global network of supply chains. The Organization for Economic Co-operation and Development (OECD, 2020) has predicted the most substantial downward growth in South Korea, Australia, and Japan. More generally, because of COVID-19, people have been advised to maintain “social distancing” with severe effects on the business of tourism and travel-related industries. For example, the International Air Transport Association estimates that the pandemic has cost global air carriers between \$63 billion and \$113 billion in revenue in 2020 alone (Segal & Gerstel 2020). Many other industries, such as tourism and hospitality, food processing, education, fashion and apparel, leather, and other retail sectors, have all been affected significantly by COVID-19 pandemic.

Among the many industries impacted by the pandemic, the food and beverage industry is unique, fulfilling some of the most basic needs of humankind. This industry is one of the fast-growing industries in the world. In the European Union (EU), agriculture and the industrial sectors responsible for the production of food, beverages, and tobacco deliver 75% of the bio-economy turnover, and they account for 80% of the employment in the overall EU bio-

economy (Klitkou & Bolwig, 2019). In India, the food industry accounts for over 40% of India's Consumer Packaged Goods (CPG) industry, and continues to grow at record levels (Ministry of Food Processing Industries of India, 2017). In line with the growth of the food and beverage industry globally, the food-processing growth rate in Bangladesh, which is the context of the current study, was 6.1% in 2010, while just five years later, in 2015, the growth rate was 12.5%. The total number of people employed in this sector is 1.3 million, making up 10.27% of the total number of people employed across all industries (Nath 2012). In short, the food and beverage industry plays a vital role in the national and international economy including Bangladesh. Like other industries, the food and beverage industry has been hit hard by impacts from the COVID-19 pandemic, which has caused enormous losses in many sectors of the global economy. It is thus all the more crucial to explore the impacts of COVID-19 pandemic on the industry and to consider potential strategies for dealing with those impacts.

There are several strands of research on business disruption and its management in the context of the food and beverage industry (Bruzzone et al. 2013; Sharma & Singhal 2018). Some of the latest studies have investigated the impacts of COVID-19 pandemic on the food supply chain, but they have not considered strategies to overcome the negative impacts of the pandemic. For example, Deaton and Deaton (2020) investigated the effects of COVID-19 pandemic on food security in the context of Canada's agricultural system. Hobbs (2020) assessed the impacts of the pandemic on food supply chain resilience while also discussing the demand-side shocks caused by panic buying and consumption patterns in Canada. However, to the best of our knowledge, no research has yet explored the impacts of COVID-19 pandemic on the food and beverage industry in the context of an emerging economy. Therefore, this research contributes to the emerging economy by investigating the case of the food and beverage industry which is one of the fastest-growing industries in Bangladesh.

- a) What are the potential impacts of COVID-19 pandemic on the food and beverage industry during and after the pandemic? **(15 marks)**
- b) What are some potential strategies for dealing with the impacts of COVID-19 pandemic and for improving resilience in this sector? **(15 marks)**
- c) Which specific strategies are effective in addressing which particular impacts?  
**(15 marks)**

## QUESTION TWO

- a) Discuss five challenges that managers' face in motivating today's workforce and ways in which these challenges can be overcome **(10 marks)**.
- b) You are a manager who is trying to get support from your colleagues over Scientific Management Fredrick Winslow Taylor commonly known as "Father of Scientific Management. Describe the Principles of Scientific Management you might use **(10 marks)**

## QUESTION THREE

- a) Explain what is meant by 'management'. In your answer discuss how the definitions of 'management' have changed over time **(10 marks)**
- b) 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)**

## QUESTION FOUR

- a) Explain System Approach of Modern Management Theory **(10 marks)**
- b) Briefly explain Criticisms of Scientific Management **(10 marks)**

## QUESTION FIVE

- a) Discuss the relevance of Administrative Management and Bureaucratic Management to Kenya Airways' staff **(10 marks)**.
- b) Compare how early Scientific Management Theorists and Behavioural Science Theorists might react to the increased use of teams in contemporary organisations **(10 marks)**