



**TECHNICAL UNIVERSITY OF MOMBASA**  
***Faculty of Business & Social Studies***

DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR  
MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT  
MASTERS IN BUSINESS ADMINISTRATION

**BMG 5102: MANAGEMENT THEORY/PRACTICE**

END OF SEMESTER EXAMINATIONS

**SERIES:** APRIL 2015

**TIME:** 3 HOURS

**INSTRUCTIONS:**

– Answer any **FOUR** questions.

*This paper consists of Three printed pages*

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**QUESTION 1 (Compulsory)**

**Case Study**

Mariabina Ltd does a very good job with the poor than anyone else in the area. Its achievement is to convert outcasts into citizens. 'For helping the down and out, there is no one like Mariabina' added former HR Director of Shelly Beach Hotel. How do leaders of this organization motivate 10,000 paid employees and numerous volunteers to achieve such a reputation?

A key to the organization's success lies in its purpose. The Mariabina Ltd enjoys an advantage over many for-profit companies, in that the cause the organization represents is one inherently attracts support. 'People really do want to help'. They are concerned only they don't know exactly what do.

The motivation of the Mariabina stems from employees involvement in operating the organization. According to the operations manager key strengths of the group lies in its adherence to its mission and its commitment to employees. ‘When employees at every level of the organization are involved in decision making and planning, it gives them a sense of ownership, said Alex. They are more productive than employees who are just told what to do. Even allowing the office assistant to decide what he uses to clean floor gives him more of a sense of involvement.

The firm’s organizational structure also helps to motivate employees. Through a hierarchical structure, the organization encourages feedback from departments. When great ideas come from one department its implemented throughout the organization. Employees are also motivated by organization’s emphasize on goal-setting. “When employees meet their goals they are recognized for their achievement, which helps to make them feel that they’re making a major contribution”, commented Hassan.

- a) What are the main challenges in maintaining the motivational level of Mariabina Ltd employees? **(15 marks)**
- b) What are the major steps in decision making process? Identify and discuss the key considerations in each stage of decision making process. **(10 marks)**

### **SECTION B (ANSWER ANY THREE)**

#### **QUESTION 2**

- a) The process of management is often described as comprising of organization, staffing, directing and controlling. Identify and explain the key considerations in each step in the control process. **(12 marks)**
- b) Organizations employ various resources (eg. Finance, raw materials, people and equipment) in order to achieve objectives. Discuss the role of management in an organization and assess the relative importance of management as a resource. **(13 marks)**

#### **QUESTION 3**

“I have managed to bring down my schedule so that I can have an outside life” says Douglas Friend a New York, lecturer who tries to be home by 6pm every night. I am a highly organized guy, I really focus on tasks, and I get them done’. Professionals and managers all have to deal with this central problem; how not to surrender their lives to their jobs”. Discuss the concept of work-life balance in view of the above statement.

**(25 marks)**

#### **QUESTION 4**

- a) Discuss contributions of quantitative approach to management. **(10 marks)**
- b) Discuss how environmental forces influence organizations, as well as how organizations can influence their environments. **(15 marks)**

#### **QUESTION 5**

- a) You are International Vice President of a Multinational Chemical Corporation. Your company is the sole producer of an insecticide that will effectively combat a recent infestation of East African crops. The Minister of Agriculture in a small developing African country has a large order for your product. Your insecticide is highly toxic and has been banned in the developed countries. However the minister insists on using it and claims it will be used intelligently". Your boss thinks its ok to deliver the order, but the decision, ultimately is yours. What would you do in this case and why. **(15 marks)**
- b) Highlight fundamentals of organizing function in management. **(10 marks)**