



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

UNIVERSITY EXAMINATION FOR:

MASTERS

BMG 5102 MANAGEMENT THEORY AND PRACTICE

SERIES: AUGUST 2019

TIME: 3 HOURS

DATE: 12TH JULY 2019

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt **ONE (Compulsory)** and any other **THREE** questions.

Do not write on the question paper.

Question One (compulsory – 25 Marks)

CASE STUDY

DIFFICULT TRANSITIONS

Tony Stark had just finished his first week at Reece Enterprises and decided to drive upstate to a small lakefront lodge for some fishing and relaxation. Tony had worked for the previous ten years for the O'Grady Company, but O'Grady had been through some hard times of late and had recently shut down several of its operating groups, including Tony's, to cut costs. Fortunately, Tony's experience and recommendations had made finding another position fairly easy. As he drove the interstate, he reflected on the past ten years and the apparent situation at Reece.

At O'Grady, things had been great. Tony had been part of the team from day one. The job had met his personal goals and expectations perfectly, and Tony believed he had grown greatly as a Person. His work was appreciated and recognized; he had received three promotions and many more pay increases.

Tony had also liked the company itself. The firm was decentralized, allowing its managers considerable autonomy and freedom. The corporate Culture was easygoing. Communication was open. It seemed that everyone knew what was going on at all times, and if you didn't know about something, it was easy to find out.

The people had been another plus. Tony and three other managers went to lunch often and played golf every Saturday. They got along well both personally and professionally and truly worked together as a team. Their boss had been very supportive, giving them the help they needed but also staying out of the way and letting them work.

When word about the shutdown came down, Tony was devastated. He was sure that nothing could replace O'Grady. After the final closing was announced, he spent only a few weeks looking around before he found a comparable position at Reece Enterprises.

As Tony drove, he reflected that "comparable" probably was the wrong word. Indeed, Reece and O'Grady were about as different as you could get. Top managers at Reece apparently didn't worry too much about who did a good job and who didn't. They seemed to promote and reward people based on how long they had been there and how well they played the never-ending political games.

Maybe this stemmed from the organization itself, Tony pondered. Reece was a bigger Organization than O'Grady and was structured much more bureaucratically. It seemed that no one was allowed to make any sort of decision without getting three signatures from higher up. Those signatures, though, were hard to get. All the top managers usually were too busy to see anyone, and interoffice memos apparently had very low priority.

Tony also had had some problems fitting in. His peers treated him with polite indifference. He Sensed that a couple of them resented that he, an outsider, had been brought right in at their level after they had had to work themselves up the ladder. On Tuesday he had asked two colleagues about playing golf. They had politely declined, saying that they did not play often. But later in the week, he had overheard them making arrangements to play that very Saturday.

It was at that point that Tony had decided to go fishing. As he steered his car off the interstate to get gas, he wondered if perhaps he had made a mistake in accepting the Reece offer without finding out more about what he was getting into.

Required:

- a) Identify several concepts and characteristics from the field of management and practice that this case illustrates. (10 marks)
- b) What advice can you give Tony? How would this advice be supported or tempered by Management concepts and practices? (10 marks)
- c) Is it possible to find an "ideal" place to work? Explain. (5 marks)

Question Two

- (a) Describe the classical approach to management. (10 Marks)
- (b) With the aid of example organizations, explain how the classical approach to management differs from that of the contingency approach. (15 Marks)

Question Three

- (a) “The scientific Management Theory of F.W. Taylor sees money as an important motivator to work.” Compare and contrast Taylor’s theory of management with that of at least **ONE** other theory of motivation. (15 Marks)
- (b) “Assume that you have been appointed as a manager of a large multinational hotel group” Evaluate how the following would influence your choice of style of leadership:
 - i. The tasks (5 Marks)
 - ii. Your subordinates (5 Marks)

Question Four

- (a) Discuss the criticisms that may be used against the application of the trait theory of leadership in an organization. (10 Marks)
- (b) Explain measures that should be taken by management to ensure effective planning in an organization. (15 Marks)

Question Five

- (a) Discuss decision making process with examples from any public or private sector organization in Kenya. (15 Marks)
- (b) “Modern management scholars believe that **MBO** is an old concept.” Give your opinion. (10 Marks)