



TECHNICAL UNIVERSITY OF MOMBASA

SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

UNIVERSITY EXAMINATION FOR:

DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION

BMG 6102: CORPORATE MANAGEMENT

END OF SEMESTER EXAMINATION

SERIES: AUGUST 2019

TIME: 3 HOURS

DATE: AUGUST 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 **question ONE (Compulsory) and any other TWO** questions.

Do not write on the question paper.

NEEMA HOSPITAL

Question One

Tudor healthcare is a county medical institution which provides medical services in one of the counties in the coastal region of Kenya. This is in line with the government policy of devolution of medical services.

Over the first two years since its devolved status, there have been complaints of poor medical services. These complaints include staff apathy, negligence, shortage of drugs and other medical supplies.

At the beginning of the third year after devolution, the hospital board recruited a new chief executive officer of the hospital with a view of improving the services. After several meetings and consultations with the board, the new chief executive issued a circular to the departments announcing new measures aimed at improving quality of medical services at the institution.

These included;

- a) All procurements of drugs and medical supplies must be made against annual procurement plans with his prior approval.

- b) No medical staff is to engage in private medical practices. They must be on duty full time as per the government regulations.
- c) Heads of departments to report any cases of negligence and poor performance for disciplinary action.
- d) An annual employee of the year award is to be introduced to recognize exemplary performance.
- e) Patients and other clients will be given an opportunity to express their dissatisfaction through suggestion boxes and annual surveys.

Most employees did not fully understand the implications of these measures and hence continued to operate as usual. Meanwhile the new chief executive displayed a poster in his office indicating new management with a new vision of becoming the leading medical institution in coastal region by the end of the year. Only people who visited his office saw this new vision.

By the end of third year, nothing much had changed by of performance; drug shortages, apathy, staff absenteeism and turnover continued. The hospital board asked the chief executive to hold a meeting with senior staff to review the situation and report to the board. At the departmental staff meeting which was the second one after the first introductory meeting, the senior staff expressed lack of understanding and appreciation of the intentions of the measures.

Blame games among the departments also occurred. For example, user departments blamed procurement for shortages of drugs while procurement blamed user departments for not forwarding requirement sin time and also finance for not providing budgetary information in time. Office of the chief executive was also blamed for delays in obtaining approvals for procurements. The meeting ended with no concrete way forward to improve quality of medical services at the institution.

TASKS

- a) Identity the corporate management issues in this case study and suggest alternative ways by which they could be resolved in order to improve quality of medical services(10mks)
- b) Highlight the leadership issues which need to be addressed in the institution (10mks)
- c) Identify five corporate management challenges the hospital is facing in developing a positive culture (5mks)

Question Two

- a) Discuss the relevance of any three theories of corporate management (15mks)
- (b) Discuss the 5 P's of strategy as identified by Mintzberg (10mks)

Question Three

- (a) Discuss any model that can be used to evaluate the competitive environment of a business (15 marks)
- (b) Review the limitations of using the five forces framework (10 marks)

Question Four

- (a) A well formulated strategy can fail due to challenges in strategy implementation. Discuss (10mks)
- (b) Write three broad models of corporate management (15mks)

Question Five

- (a) Write short notes on the six main steps in implementing a strategy(12mks)
- (b) Using a well labeled diagram explain the relationship between stress and job performance(10mks)
- © Highlight three characteristics of a learning organization (3mks)