TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

ORDINARY UNIVERSITY EXAMINATION FOR:

MASTER OF BUSINESS ADMINISTRATION

MASTER OF SCIENCE IN PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

BMG 5101 : MANAGEMENT THEORY AND PRACTICE

SERIES:DECEMBERPickyear2024

TIME:2HOURS

DATE: Pick DateDec2024

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.

Answer question **ONE** and any other **THREE**

QUESTION ONE

MasterCard's transition to a public company in May 2006 marked a significant shift for its 4,600 employees globally. Executives aimed to ensure that each employee understood the implications of becoming a public corporation, prompting the organization to hold an unprecedented training event, "RoadMap to the Future." This initiative involved a series of 4.5-hour workshops held in 36 cities across three weeks, led by Rebecca Ray, Senior VP for Global Learning. The event required extensive preparation, with HR specialists and local managers worldwide taking on the role of trainers to explain the changes resulting from the initial public offering (IPO) and MasterCard's updated strategy as a public company. The training focused on three core topics: "Universe of Opportunities" (competitive landscape and industry dynamics), "How We Make Money" (financial models and industry positioning), and "New Climate, New Culture, New Company" (strategic adaptation as a public entity).

a) Discuss the role of setting goals in the planning process for this training event, including some specific goals that would be important to include. (10 marks)
b) Identify and explain the types of plans needed to successfully conduct the event, highlighting the importance of each plan. (10 marks)
c) What potential challenges could arise when executing an event like this across multiple global locations within a limited time frame? (10 marks)
d) Explain why management theories are valuable to managers. (10 marks)

QUESTION TWO

a) Evaluate the relevance of the following management theories in today's context:

    i. Scientific management theory (5 marks)
    ii. Machiavellian theory (5 marks)
    iii. Conflict theory (5 marks)

b) Describe the management practices and research that contributed to the emergence of the Human Relations Movement in the early 20th century. (5 marks)

QUESTION THREE

a) Compare and contrast Theory X and Theory Y, examining their impact on modern management practices. (10 marks)
b) Analyse how the COVID-19 pandemic affected the application of "management theory and business research." (10 marks)

QUESTION FOUR

a) Using examples from Kenyan organizations, apply at least ten principles of administrative theory to support or refute the argument presented. (10 marks)
b) Discuss the concept that "Bureaucracy leads to the most rational and efficient organizational structure." (10 marks)

QUESTION FIVE

a) Provide a detailed description of systems theory in management and discuss its contributions to contemporary management practices. (10 marks)

b) Discuss the statement: "An organization chart provides an overview of authority positions and their relationships within the organizational structure." (10 marks)