



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

DEPARTMENT OF BUSINESS ADMINISTRATION

SPECIAL/SUPPLEMENTARY UNIVERSITY EXAMINATION FOR:
MASTER OF BUSINESS ADMINISTRATION
MASTER OF SCIENCE IN PROCUREMENT AND SUPPLY CHAIN
MANAGEMENT

BMG 5101: MANAGEMENT THEORY AND PRACTICE

SERIES: JULY 2025

TIME: 2 HOURS

DATE: Jul 2025

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 (Compulsory) 40 marks

Case Study: Blocks Ltd & Fones Ltd

Tom, a production manager at Blocks Ltd, and Deirdre, a production manager at Fones Ltd, are both members of the Production Management Institute. During a professional development meeting, they discussed the leadership styles they follow in their organizations. Tom shared that he has a friendly personality but is considering an autocratic leadership style to manage discipline with the impending Health & Safety regulations. He manages 50 employees, 40 of whom have been with the company for over 20 years, while younger, less-skilled workers tend to leave after a short time.

Deirdre, recently appointed to her role, manages 40 employees organized into project teams with skilled and experienced staff. Her predecessor's autocratic leadership style caused poor labour relations, so Deirdre is considering a more democratic approach.

Required:

- a) Identify and explain the essential management functions within organizations like Blocks Ltd and Fones Ltd. (10 marks)
- b) Using relevant management theories, evaluate whether Tom and Deirdre should adopt their planned leadership styles for their respective companies. (10 marks)
- c) Discuss the role of management in motivating employees within both Blocks Ltd and Fones Ltd. (10 marks)
- d) Explain why managers must devote significant time and resources to planning. (10 marks)

Question TWO

- a) Using examples, discuss Fayol's management principles and assess their limitations in contemporary business settings. (15 marks)
- b) In a large organization, employees may respond differently to various motivational methods. How might such organizations cater to the diverse motivational needs of their employees? (5 marks)

Question THREE

- a) As a director responsible for developing promising employees for management roles, outline the key skills you would focus on to cultivate effective managers and explain why these skills are essential. (10 marks)
- b) Referring to at least one relevant theory in each part:
 - i. Assess the classical management approach. (6 marks)
 - ii. Compare and contrast the classical and systems management approaches. (4 marks)

Question FOUR

- a) Describe management as a practice, using evidence from a specific organization. (10 marks)
- b) Highlight how contemporary management knowledge has developed through the contributions of various practitioners, researchers, and consultants, with reference to management theories. (10 marks)

Question FIVE

- a) Some modern thinkers argue that successful management relies on how well internal organizational factors are aligned with external ones. Discuss the extent to which this holds, using examples. (10 marks)
- b) Choose two leadership theories and explain their relevance in effectively managing an organization with which you are familiar. (10 marks)