

**Chuka University**

**University examination**

**MBAD 803: MANAGEMENT THEORY AND PRACTICE (EVENING GROUP)  
YEAR ONE EXAMINATION FOR THE AWARD OF DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION (MBA)**

**STREAM**

**MBAD**

**Y1S1**

**Time: 3hours**

**DAY/DATE**

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**INSTRUCTIONS:** Answer ONE and any other TWO questions. Marks allocated to each question are shown at the end of the question.

**QUESTION ONE**

Read the case study below and answer the questions that follow.

**Case Study: "Tech Solutions Inc."**

Tech Solutions Inc. is a fast-growing technology company that specializes in providing innovative software solutions to businesses. The company has a young and dynamic workforce but has been facing challenges related to employee motivation, coordination, and control. Recently, Tech Solutions Inc. implemented a new performance management system that includes 360-degree feedback and performance appraisals. However, employees have expressed concerns about the fairness and accuracy of the appraisals. The company is also struggling with internal communication and coordination between different departments. There have been instances of duplicated efforts, missed deadlines, and conflicts among team members.

Furthermore, the management team at Tech Solutions Inc. is considering adopting a more decentralized organizational structure to foster innovation and agility. However, there are concerns about maintaining control and accountability in a decentralized environment. To address these challenges, the CEO is contemplating integrating contemporary management techniques such as agile project management, implementing a comprehensive knowledge management system, and enhancing leadership development programmes.

- a) Analyse the multifaceted challenges confronting Tech Solutions Inc., focusing on the interdependencies between employee motivation, coordination, and control mechanisms. **(10 marks)**
  
- b) Recommend a comprehensive, integrated strategy for Tech Solutions Inc. to revamp its performance management system, addressing employee concerns about fairness and accuracy while aligning individual and organizational goals. Your strategy should incorporate SMART objectives. **(10 marks)**
  
- c) Evaluate the strategic implications of decentralizing the organizational structure at Tech Solutions Inc., considering both potential benefits and drawbacks. Propose a detailed implementation plan that outlines measures to ensure effective control and accountability, while fostering innovation and agility. **(10 marks)**

**(Total:30 marks)**

## **QUESTION TWO**

Analyze the managerial functions and skills in relation to organization hierarchy and point out the role of a manager in high performing organization in Kenya **(20 marks)**

**(Total: 20 marks)**

## **QUESTION THREE**

- a) Discuss the application of principles of management as profounded by Henri fayol in today's organizations **(10 marks)**
  
- b) Analyze the contributions of peter Drucker in the development of management thought and relevance in contemporary world. **(10 marks)**

**(Total: 25marks)**

## **QUESTION FOUR**

- a) Discuss the leadership continuum. **(10 marks)**
  
- b) Explain clearly managerial control process of a large manufacturing company in a developing country **(10 marks)**.

(Total: 25marks)

**CHUKA UNIVERSITY**  
**FACULTY OF BUSINESS STUDIES**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**MBAD 803 – MANAGEMENT THEORY & PRACTICE: Y1S1**

Course lecturer: Prof A.T. Muguna Tel 0721407360 Email:amuguna@chuka.ac.ke

**COURSE OUTLINE**

**1.0 Course Description**

Introduction to management theory and practice; What is management Theory/Practice, What is an Organization, Evolution of Management Theory, The classical Theories, The Neoclassical theories, The contingency theories, The Modern theories. Management functions; Planning & Decision making, Organizing, Staffing, Controlling, Motivation, Leadership. Organization processes; Perception and Attitudes, Organization Change and its Management, Stress and Conflict Management. Corporate Social Responsibility.

**2.0 Course Rationale:**

This course is designed to give an overview of the theory and practice of management. Emphasis is on planning, organizing, controlling, directing, and communicating. Upon completion, the learner should be able to work as a contributing members of a team utilizing these functions of management

**3.0 Course objectives:**

- i. To define and describe the nature and purpose of management
- ii. To trace the evolution of management thought
- iii. To evaluate the environment in which managers operate
- iv. To evaluate the management process (Planning, Organizing, Staffing, Leading and Controlling)
- v. To study the social and ethical responsibilities of managers

**4.0 Course Content:**

**4.1 Introduction**

- a) Overview, definition, nature and purpose
- b) Functions of management
- c) Importance of management

**4.2 Evolution of Management Thought**

**4.2.1 The classical theories**

- i. Scientific management theory
- ii. Administrative management theory
- iii. Bureaucratic theory of management

**4.2.2 Neo-classical theories**

- i. The Hawthorne Experiments
- ii. McGregor's Theory X and Theory Y
- iii. Maslow's Hierarchy of Needs

**4.2.3 Modern Theories**

- i. Systems management theory
- ii. Contingency management theory
- iii. Modern management theory

**4.3 Managers and their Environment**

#### **4.4.1 Planning**

- i. Definition and nature of planning
- ii. Planning Process
- iii. Types of plans
- iv. Developing and implementing plans
- v. Barriers to planning
- vi. Managerial decision making
- vii. Decision-making process
- viii. Management by Objective (MBO)

#### **4.4.2 Organizing**

- i. Definition, concepts and approaches of organizing
- ii. Organization structures
- iii. Departmentalization
- iv. Span of control
- v. Centralization and decentralization
- vi. Coordination
- vii. Line and staff authority

#### **4.4.3 Staffing**

Overview of staffing function

#### **4.4.4 Leading**

- i. Definition
- ii. Theories of leadership
- iii. Leadership Continuum
- iv. Motivation
- v. Communication

#### **4.4.5 Controlling**

- i. Definition
- ii. Control process
- iii. Methods of controlling
- iv. Challenges of controlling

#### **4.5 Management and Society**

- i. Ethical issues in management
- ii. Social responsibility

#### **4.6 Contemporary Issues in Management**

##### **Pedagogy**

Lectures of three hours per week for 15 weeks, library research, participatory discussions and student presentations

Evaluation:

CATS & ASSIGNMENTS	<b>40%</b>
Final Examination	<b>60%</b>
<b>Pass mark</b>	<b>50%</b>

**Main Text:**

Koontz, H. and Weihrich, H. (2015). **Management: Global and Entrepreneurial Approach**. New York: McGraw-Hill

**REFERENCES**

- i. Hill. C, McShane. S. (2015) **Principles of Management**. McGraw-Hill/Irwin
- ii. Dubrin Andrew. (2016) **Essentials of Management**, 7<sup>th</sup> Edition. Thomson Publishing
- iii. Cole Gerald. (2014) **Management Theory and Practice**, 6<sup>th</sup> Edition. Thomson Publishing
- iv. Hellriegel Don et al. (2015) **Management**, 10<sup>th</sup> Edition. Thomson Publishing
- v. Benowitz E. (2011) Principles of Management. Cliff Notes
- vi. ***Johnson, Scholes, and Whittington Exploring Corporate Strategy. FT-Prentice Hall. 6<sup>th</sup> Edition, 2016.***
- vii. ***Harvard Business Review on Change. HBS Press***
- viii. Lloyd L. and Leslie W. (2013) **Human Resource Management**, 5<sup>th</sup> edition

**Note: A quiz will be administered from time to time before a lecture starts. Students are urged to read widely, at least three (3) textbooks and emerging issues in the refereed journals on every topic. Assignments must be done and added over as directed. No late Assignments will be accepted.**