



MACHAKOS UNIVERSITY

University Examinations for 2019/2020 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

FIRST YEAR FIRST SEMESTER EXAMINATION FOR

MASTER OF BUSINESS ADMINISTRATION

BBA 820: MANAGERIAL FUNCTIONS

DATE: 6/12/2019

TIME: 9.00-12.00 AM

INSTRUCTIONS:

- i. Answer questions ONE and any other THREE questions. In total answer FOUR questions.
- ii. Question ONE carries 30 marks in total while the rest of the questions accounts for 20 marks each.
- iii. Use of relevant examples and real life cases is encouraged.

QUESTION ONE (20 MARKS)

- a) There has been debate as to whether the earlier and traditional theorists' postulations are still relevant in today's business settings. Explain the following schools of thought and make a convincing discussion as to their relevancy for modern managers.
 - i. Scientific management theory (6 marks)
 - ii. Administrative management theory (6 marks)
- b) Using appropriate examples, discuss deficiencies associated with the two schools of thought in a) above. (4 marks)
- c) You have been invited to give a talk to management staff of one of the local NGOs within the health sector in Kenya. You wish to use Mintzberg's approach in advising them on how they can upgrade their effectiveness. Using appropriate examples, discuss how they should execute the following roles for their organizational effectiveness.
 - i. Interpersonal roles (4 marks)
 - ii. Informational roles (3 marks)
 - iii. Decisional roles (3 marks)

- d) Using good examples, identify and briefly discuss what companies look for in managers (4 marks)

QUESTION TWO (20 MARKS)

- a) Using appropriate illustrations and examples, explain your understanding of the following skills required by managers.
- i. Technical skills (2 marks)
 - ii. Human skills (2 marks)
 - iii. Conceptual skills (2 marks)
- b) Make a brief discussion as to what kind of the above skills and how much of it is required at each hierarchical level of management and why? (6 marks)
- c) Suppose you want to set up a new business with your friends. Discuss how the planning function will aid you in the start off of your business (8 marks)

QUESTION THREE (20 MARKS)

- a) Ronald Reagan, the 40th president of the United States once said that “a great leader is not one who does the greatest things. He is the one who gets the people to do the greatest things”. Using appropriate examples, discuss this statement with reference to the attributes of an effective leader. (10 marks)
- b) Using examples, discuss Douglas McGregor theory X and theory Y. How should the workers that fall under each of these categories be managed for improved productivity? (10 marks)

QUESTION FOUR (20 MARKS)

- a) Using real case scenarios, discuss the merits and shortcomings of
- i. Tall organization structure (4 marks)
 - ii. Flat organization structure (4 marks)
- When is each of the above type of structure appropriate? (4 marks)
- b) There are two main types of authority can exist within an organization (line authority and staff authority). Using appropriate examples, discuss each of these types of authority. (8 marks)

QUESTION FIVE (20 MARKS)

- a) Controlling is the process of evaluating and correcting organizational, departmental and individual performance to ensure that outcomes conform to the standard. Pick on an organization you are familiar with and using the organization discuss the key four steps of

the controlling function and how these steps can aid in ensuring that the organization is on the right track towards realizing its broad and specific objectives. (8 marks)

b) Using good examples briefly discuss the possible content and purpose of the following directions of communication within an organization.

i. Upward (6 marks)

ii. Downward (6 marks)