



# MACHAKOS UNIVERSITY

University Examinations 2021/2022 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: 14/12/2021**

**TIME: 9.00-12.00 PM**

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## INSTRUCTIONS

Answer Question **ONE (Compulsory)** and any other **THREE** questions

### QUESTION ONE (40 MARKS)

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

#### LEADERSHIP STYLES

Professor Goldstein was pleased with the way his leadership seminar had gone as he watched the last person leave the centre for Executive Development. In fact, it ranked as one of the best management seminars he had conducted during his many years at the university. What had made the evening so outstanding was that the three classic leadership styles had been described in unusually pure form by three different individuals. All three appeared to be in command of their job situations: yet they differed dramatically in style. Professor Goldstein mentally reviewed the contrasting remarks of the three managers as he drove home.

A technical manager from a West Coast aircraft-manufacturing firm had said, "I manage computer programmers, mathematicians, and other high-powered specialists. Half the time I don't even understand what they're talking about. My main concern is to make sure that they are having enough elbowroom to apply their creative talents. They want freedom of action, not one snooping over their shoulders. My people are professionals and they expect to be treated like professionals. Their skills are in great demand today; one wrong move on my part and they're out the door. Generally, I just let them know what our departmental goals, budget allowances, and time lines are and then get out of their way. They take it from there. They know that as long as they produce, I can be counted on to make sure that they won't be bothered by anyone"

A bottling-operation supervisor at a local brewery had said, “My people come in, they do their jobs on the line, they collect their pay, and that’s it. That’s all they want. To be honest about it, I don’t think any of them really likes the job. Only one ever graduated from high school. They work at the plant because they need to survive: Kids to feed, bills to pay, you know, the basics. A couple of times I tried to get them involved in dreaming up new ways of running the line, but they really resented it. They said they would be damned if they would do my job for me. So I just tell them what to do and that’s that. I’m the first one to go to bat for them when they’re doing a good job, but when one of them gets out of line; I chew his butt out good. There’s my way and the wrong way. When they do things my way, we get the product out right and on time.”

Finally, a nursing supervisor at a regional hospital had said, “we’ve got a real team. We all enjoy each other’s company and depend on one another to do the job. A lot of time we make important decisions right on the spot as a team. It’s not easy being a nurse these days. Every time we turn around there is a new piece of equipment to be mastered. And the patients are much more demanding than they used to be. I’m responsible for seeing that our patients get the proper care during my shift, but I couldn’t meet that responsibility if I didn’t rely heavily on my nurses for their commitment, dedication, ideas, and ability to take charge in difficult situations. I depend on them as much as they depend on me.”

**REQUIRED:**

- a) The three managers exhibited three classic leadership styles. Explain the leadership styles by giving evidence from the case. (6 marks)
- b) What forms of power does each manager and his employees possess? (8 marks)
- c) Discuss three universal principles of management contained in the case (6 marks)
- d) Explain the skills that are helping employees in the West Coast Manufacturing Firm and the Regional Hospital to accomplish their organizational goals. (5 marks)
- e) Highlight the techniques available to the managers in carrying out coordination. (5 marks)
- f) Technology is a powerful contemporary tool in the hands of managers. Discuss this concept with appropriate examples. (10 marks)

**QUESTION TWO (20 MARKS)**

- a) In observing firsthand an ongoing organization like a factory or a restaurant. Explain **five** symptoms of inadequate control you are likely to detect? (10 marks)
- b) “Fredrick Winslow Taylor, the father of scientific management made significant contributions to management.” Explain **five** of them. (10 marks)

### QUESTION THREE (20 MARKS)

- a) Differentiate between the systems approach and contingency approach to management. (10 marks)
- b) “Management is as old as mankind” Discuss this statement in the context of ancient civilization. (10 marks)

### QUESTION FOUR (20 MARKS)

- a) Explain the role played by the organizing function of management (10 marks)
- b) The Human Resource Manager of Mambo Yote Enterprise prefers external to internal recruitment to staff the organization. What benefits would accrue to the organization through this method. (10 marks)

### QUESTION FIVE (20 MARKS)

- a) Discuss the principles that govern the planning function of management. (10 marks)
- b) Read the following story about a California home builder and answer the question that follows:

The founder and chairman personally negotiates every land deal. Visiting every construction site repeatedly, he is critical even of details of cabinet construction. “The building business is an entrepreneurial business,” he says. “Yes, you can send out people, but you better follow them. You have to manage your managers.” He hires bright and talented people, but never lets them make any decisions.”

**Required:**

Explain **five** reasons that might have led the perfectionist manager to avoid delegation.

(10 marks)