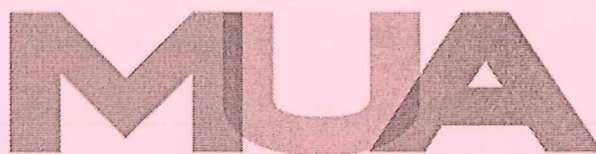


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

BMT 401 : MANAGERIAL DECISION MAKING

DATE: 8TH DECEMER 2021

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow.

IMPACT OF SOCIOLOGY ON DECISION MAKING AT Y2K LTD

Y2K Ltd is a social group whose membership is drawn from youthful men and women. The group undertakes humanitarian works of mercy and meets often to make decisions regarding the many issues that face the society in which they live around the slopes of Mt. Kenya East.

Due to the diversity of the membership, decision making is not easy. The members have different views about all the situations that face them. There are as many points of view as there are members. They hold divergent views and this gives the leader a hard time to convince all of them to read from the same script. He takes time to listen to all the views and sift through them thus delaying the decision making process. Sometimes, there is gender conflict regarding some activities due to different views.

The leader has laboured to lead the group through difficult decision making processes and the group has achieved a lot in the society. They have transformed the face of Mt. Kenya East with landmark developments such as a cattle dip, community SACCO, transport business as well as table banking for women groups, among other economic ventures.

During the 55th Madaraka Day celebrations in 2018, the members were celebrated by the County Government for improving the lives of the local people.

The leader has steered the group, despite their diverse backgrounds. They believe that their diversity is their strength. The leader has a good grasp of group dynamics and appreciates every member of the group as a valued asset. All the aspects of group dynamics play out well and enhance harmony amongst the members. It is a group that works, a success story worth replicating around the world..

REQUIRED

- (a) Define Sociology in your own words at Y2K Ltd. (2 Marks)
- (b) Within the context of the case, evaluate the five (5) stages of group development as advanced by Tuckman. (15 Marks)
- (c) Briefly discuss four (4) types of communication networks at Y2K Ltd social group. (8 Marks)

QUESTION TWO

- (a) Strategic decisions guide the general direction of an organization. Analyze the nature of strategic decisions (9 Marks)
- (b) Once decisions are made, they must be implemented. As the manager in-charge of implementing decisions, analyze the determinants of strategic decision success. (6 Marks)

QUESTION THREE

- (a) Decision making and problem solving are used interchangeably by managers. As a student of decision making, explain the ~~differentiate~~ ^{ce} between decision making and problem solving (9 Marks)
- (b) Decision making in organizations is synonymous with managers. Briefly discuss this statement. (6 Marks)

QUESTION FOUR

Decision making is a logical process. Demonstrate the decision making process to a newly appointed manager in a dynamic manufacturing firm. (15 Marks)

QUESTION FIVE

- a) A good manager makes maximizing decisions. As a new advisor to management, examine the concept of maximizing and satisficing behaviours in decision making (9 Marks)

- i. Maximizing
 - ii. Satisficing
- b) Man is a rational being. As a manager, briefly explain rational and irrational behaviour in decision making. (6 Marks)
- i. Rational
 - ii. Irrational

QUESTION SIX

- (a) A manager's values influence the quality of the decisions made in an organization. Briefly discuss values in decision making (12 Marks)
- (b) Briefly evaluate the political decision making model in interdisciplinary aspects of decision making. (3 Marks)