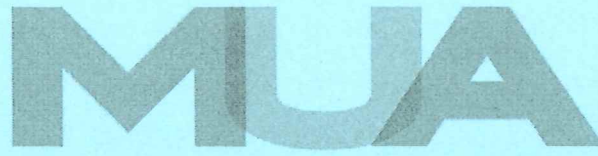


The
Management
University
of Africa



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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF BUSINESS ADMINISTRATION

MBA 500: PRACTICE OF MANAGEMENT

DATE: 29TH JULY 2024

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 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:

a) John Walshburg is the Director of Poligon University of North Africa. The African Campus of Poligon University (ACPU) is the African branch of the Poligon University of Zurich (PUZ) in Switzerland. PUZ is an international university with branches in other parts of the world. In Africa, ACPU is the main branch with facilitation offices in a few African countries.

A few years ago, a local facilitation office (LFO) in a country in the South of Sahara, was opened. For the first three years, the facilitation office was successfully managed. The students came to join in good numbers and the office was a clear sign of success in executive education, specifically in business education. ACPU registered students to study for MBA (Masters in Business Administration) and BBA(Bachelor of Business Administration). The type of education was the distance learning method. It was well managed and more students joined ACPU because of its flexibility in course and affordable fees structure.

The agent in charge of the local facilitation office, is a well-educated individual, with a master's degree. He has employed a capable young graduate who handles applications and all other inquiries between North Africa and the local facilitation office (LFO).

Recently it was noticed that LFO is closed at the time when the students and potential students want to see the office administrator. They go to the office but find it locked. No information is left at the door to guide the anxious students. The agent does not come to LFO anymore, and the office manager does not know what to do about (i) the new applications and (ii) what to tell the anxious students about important matters which used to be handled by the local agent himself. Mr. Walshburg does not communicate with the local agent as much as he used to do in the past because the telephone in LFO is not working any more. The agent has left the office administrator without guidance and the complaining students literally shout at the helpless administrator without settling the actual problems. For example, it is common to hear new applicants complaining: "How

long will it take you to process my application?" The usual answer from the administrator has been: "As soon as the agent comes to check them." People from outside do not know what the problem is.

However, outsiders believe that there is a major interpersonal communication breakdown between Mr. Walshburg and his agent, and between the agent and the administrator.

Required:

- i) Basing your argument on the facts given above, examine the main causes of the problems. **(10 Marks)**
- ii) If you are a management consultant employed to advise ACPU, what action would you recommend for: -
 - a. Mr John Walshsbury. **(4 Marks)**
 - b. The Local agent. **(4 Marks)**
 - c. The Office administrator. **(2 Marks)**
- b) PQR Ltd. operates a chain of supermarkets. Its strategy has been to adjust product prices to accommodate differences in customers, products, locations, and other variables. The market has become increasingly competitive and PQR Ltd. has decided to change its strategy. In future, it will provide a high-quality service by introducing Total Quality Management (TQM) techniques in every supermarket. Examine the relevance of a programme of TQM for Total Quality (PQR) Ltd. in the implementation of its new strategy. **(10 Marks)**

QUESTION TWO

- a) Examine the major steps in implementing effective delegation of authority in an organization. **(8 Marks)**
- b) In light of recent geopolitical tensions and trade conflicts, assess the future prospects of globalization. **(7 Marks)**

QUESTION THREE

- a) Analyze how the Management by Objective (MBO) approach can be adapted to suit the needs of diverse organizational cultures, industries, and contexts. **(7 Marks)**
- b) Evaluate the role of technology in improving the budgeting and control functions within organizations. **(8 Marks)**

QUESTION FOUR

- a) Analyze the influence of national and regional cultures on organizational culture in multinational corporations (MNCs). **(7 marks)**
- b) Examine the scalability of decentralized management models in large, complex organizations. **(8 marks)**