The Management University of Africa

Sponsored by the Kenya Institute of Management

POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF DOCTOR OF PHILOSOPHY IN MANAGEMENT AND LEADERSHIP

DML 901: THEORIES OF MANAGEMENT AND LEADERSHIP

DATE: 7TH DECEMBER 2023

DURATION: 3 HOURS

MAXIMUM MARKS: 50

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 **10 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:

CULTURE AND MANAGEMENT IN CHINA

At any given time, culture and institutions tend to influence different aspects of management and organization. Culture impacts primarily on individual attitudes and behaviour, including inter-personal behaviour. Its influence in organizations is therefore likely to be pervasive, extending to matters such as the motivational consequences of managerial practices and styles, norms of communication, the willingness to take individual responsibility, the conduct of meetings, and modes of conflict resolution. Institutions, by contrast, impact directly on features that are shaped or constrained by formal norms and rules. These include systems of corporate ownership, accountability and governance, conditions of employment and collective bargaining, and the reliance on formal contracts for intra- and inter-organizational transactions. There are further qualifications we need to bear in mind in the case of a huge and highly complex country like China. First, China embraces many regions with their own sub-culture. Fairbank was of the view that, in China, 'regional differences are too great to be homogenized under a unitary state' (1987: 363). Second, over the past twenty or so years it has experienced the world's largest social experiment in the shape of its economic reform, which has led to rapid industrialization and significant generational differences. These changes have been most evident in coastal regions, and they have added to regional differentiation. Third. China's business system now includes a variety of enterprise forms, ranging from state-owned enterprises, former state enterprises converted into joint stock companies, collectively-owned companies, a rapidly developing privately-owned sector, and enterprises with foreign investment either in joint venture or wholly-owned subsidiary form. This changing and extremely varied scene raises questions about whether or not one can detect a single characteristic and culturally determined model of Chinese management.

a) Based on the case study, analyze the nexus between culture and management in China. **(10 marks)**

b) Discuss if it is possible to detect a single characteristics and culturally determined model of management in China. **(10 marks)**

c) Analyze the statement: Fairbank was of the view that, in China, 'regional differences are too great to be homogenized under a unitary state' **(10marks)**

QUESTION TWO

a) Demonstrate the importance of competencies in view of Drucker's conception of management as "doing things right" while "leadership is doing the right things" **(5 Marks).**

b) Virtues of meta-competencies provide us with the nexus between leadership and management. Discuss **(5 Marks)**

QUESTION THREE

a) Account for the five essential steps of leadership as a social process. **(5 Marks)**

b) Critically comment on leadership as a process of an act or instance of guiding; directing, inspiring, motivating. **(5 Marks)**

QUESTION FOUR

a) Identify and critically analyse Frederick Taylor's principles of scientific management which are meant to be a guide to the practice of management. **(5 Marks)**

b) Analyze the critical principles of Max Weber's bureaucratic approach considered vital in the organization of broader society in relation to the role of institutionalism in the interrelations between ideas, interests, institutions and social orders. **(5 Marks)**