

The
Management
University
of Africa



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POSTGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF MASTER OF BUSINESS ADMINISTRATION

MBA 500: PRACTICE OF MANAGEMENT

DATE: 29TH JULY 2026

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** 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

A) Read the Case Study below carefully and answer the questions that follow:

Karima General Hospital is a public institution located in central Kenya. For many years, the hospital was led by Dr. Njoroge, a respected surgeon who founded the hospital and personally supervised all operations. Staff and patients alike respected his word as final, often referring to him as “*Baba wa Karima*” (Father of Karima). His leadership was rooted in his personal charisma, long service, and deep community ties.

Upon his retirement, the government appointed Dr. Atieno, a technocratic administrator with experience in health systems management. She implemented a formal management structure, standard operating procedures, and digital systems for accountability. However, some staff were resistant, arguing that “Dr. Njoroge never needed these processes—he simply knew what was right.”

After three years, a new CEO, Mr. Ochieng, was appointed from the Ministry of Health. He emphasized compliance with government regulations and adherence to hierarchical reporting, backed by legal instruments and budgetary control from the central government.

Required:

Using Max Weber’s classification of authority, analyze the leadership transitions at Karima General Hospital. Identify and explain each type of authority as demonstrated by the hospital’s leadership over time. What challenges might arise when shifting from one type of authority to another?

(5 Marks)

B) Using a practical example, discuss how decentralization can improve service delivery in a public institution.

(5 Marks)

C) Managing Change in the Product Innovation Process at TechNova Ltd.

TechNova Ltd. is a mid-sized technology company based in Nairobi, Kenya, specializing in smart home devices. Over the years, the company has been known for its high-quality thermostats and security cameras. However, in response to increasing competition and shifting consumer preferences towards voice-activated systems and AI-powered devices, the leadership decided to overhaul its product innovation process.

In 2024, the company embarked on a change initiative to introduce Agile methodologies and adopt Design Thinking in its product development strategy. The new approach emphasized customer-centric innovation, rapid prototyping, cross-functional collaboration, and short feedback loops.

However, the change process was not smooth. Senior engineers resisted Agile, preferring traditional waterfall models. The marketing team struggled to align with the tech team's faster pace. Additionally, the company's R&D division faced delays due to new software tools required for Design Thinking.

To facilitate the transition, TechNova's leadership appointed a Change Management Team, conducted training workshops, and used pilot projects to demonstrate early wins. After 12 months, the company launched two new products: a voice-activated home assistant and a smart door lock. Both received positive reviews, but internal evaluations revealed stress among employees and inconsistent adoption of the new innovation process.

Required:

- i. Identify and explain the key drivers that led TechNova Ltd. to initiate change in its product innovation process.

(4 Marks)

- ii. What were the main challenges faced by TechNova during the change process? Provide at least three with brief explanations.

(4 Marks)

- iii. Evaluate the change management strategies used by TechNova. Were they effective? Why or why not? **(4 Marks)**
- iv. Suggest three additional strategies TechNova could have used to improve change management outcomes. **(3 Marks)**

D) Discuss the stages of team development according to Tuckman's model. Explain how a leader can support the team at each stage to enhance performance. Provide examples to illustrate your answer. **(5 Marks)**

QUESTION TWO

- a) Discuss the major management trends of the 21st century. How have these trends reshaped the roles of managers and organizations in the contemporary business environment? **(7 Marks)**
- b) Discuss the current challenges faced in management and quality management in today's dynamic organizational environment. **(8 Marks)**

QUESTION THREE

- a) Discuss the key considerations in developing an appropriate organizational structure for an organization. Why is it important to align the structure with organizational strategy and environment? **(5 Marks)**
- b) Explain the need for management in modern organizations. Support your answer with relevant examples. **(5 Marks)**
- c) What is the Laissez-faire or Free-rein leadership style, and what are its advantages and disadvantages in organizational management?

Provide examples.

(5 Marks)

QUESTION FOUR

- a) What is the Behavioral Science Approach in management, and how does it differ from classical management approaches? Provide key principles and examples.

(7 Marks)

- b) What are the key benefits of organizing in management, and how do they contribute to the effectiveness of an organization?

(8 Marks)