The Management University of Africa

MUA

Sponsored by the Kenya Institute of Management

POSTGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF BUSINESS ADMINISTRATION

MBA 500: PRACTICE OF MANAGEMENT

DATE: 27TH NOVEMBER 2023

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

Read the attached case study below and answer the questions that follow

ORGANIZATIONS AND HUMAN CAPITAL

Our knowledge economy operates on the complexities of connections. All individuals, teams, communities, systems, and other business assets are massively interconnected in an evolving economic ecosystem. In the connected economy, each network actor is embedded in a larger economic web that affects each participant and, in return, is influenced by that participant. In such a connected system we can no longer focus on the performance of individual actors – we must focus on system outcomes. The key is performance of the connected whole.

Efforts at making sense of this new world are beginning to reveal some basic principles at work in the complex adaptive systems we call our organizations. Recent research on productivity and effectiveness in the knowledge economy provides insight into what works in the connected workplace. Certain patterns of connections appear around both effective individuals and successful teams when performing knowledge work.

When change was slow, a tall hierarchy with segmented knowledge was the organizational structure of choice. This model was developed in the mid-1800s to run the railroads and worked very well to get the trains on time with minimum accidents. This model worked well for 100 years until the economy saw the influx of computers, copious amounts of data, and rapid information flows. Groups are not connected to each other except through a common boss. Going outside the formal lines of communication and authority is usually frowned upon in rigid hierarchies.

In the knowledge economy, the organization structure has changed. The hierarchy is not gone. It still represents the authority structure and the division of functional responsibility. The hierarchy of old now shares the organization structure with emergent networks that respond to dynamic environments. A new structure – representing information flow and knowledge sharing – reveals how things really get done in the information age. Human capital is the latest trend in human resources. Is it the key to effective employees? Is it what you know (human capital) or who you know

(social capital) that leads to success? This has been often debated with good arguments on both sides. Most managers today would side with the "what you know" crowd.

In the late 1980s, management researchers were starting to notice that some managers were better than other managers at accomplishing objectives through relationships. John Kotter of the Harvard Business School discovered that effective general managers spend more than 80 percent of their time interacting with others. Other management scholars were also starting to see the importance of conversations and relationships in managerial work. Individual mastery was no longer the key - it was human capital and social capital working together to create productivity and innovation.

Ron Burt of the University of Chicago, a leading researcher on the social capital of managers found, through numerous studies, certain patterns of connections that individuals build with others brings them higher pay, earlier promotions, greater influence, better ideas and overall greater career success. Burt believes that good social capital provides a much higher return on investment in human capital - the two work together.

REQUIRED

a) ''When change was slow, a tall hierarchy with segmented knowledge was the organizational structure of choice.'' Evaluate **five** factors to be considered when choosing an organizational structure. **(10 Marks)**

b) The case study points out the need for successful teams when performing knowledge work. Analyze any **five** elements of an effective team. **(10 Marks)**

c) From the case study, ''all individuals, teams, communities, systems, and other business assets are massively interconnected in an evolving economic ecosystem''. Describe **five** ways in which globalization has influenced management. **(10 Marks)**

QUESTION TWO

a) Assess **three** elements of each of the following management styles

i) Traditional Management **(3 Marks)**
ii) Team Management **(3 Marks)**
iii) Servant Management **(3 Marks)**

b) Describe **six** steps of the planning process **(6 Marks)**

QUESTION THREE

a) Discuss **five** characteristics of Charismatic Authority **(5 Marks)**

b) Analyze any **five** management principles as put forth by Frederick W. Tylor **(10 Marks)**

QUESTION FOUR

a) Giving relevant examples, assess **five** principles of quality management **(10 Marks)**

b) Innovation inherently requires some level of change. Examine any **five** internal triggers of change that will fuel innovation **(5 Marks)**