



**AFRICA  
UNIVERSITY**

*(A United Methodist-Related Institution)*

*"Investing in Africa's Future"*

**COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND  
GOVERNANCE**

**COURSE TITLE: MMS 206 – MANAGEMENT THEORY AND PRACTICE I**

**SEMESTER 2: FINAL EXAMINATION APRIL 2018**

**LECTURER: MR. T NEMAUNGA**

**TIME: 3 HOURS**

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***INSTRUCTIONS***

Answer any **THREE** (3) questions.

Start **each** question, on a new page in your answer booklet.

The marks allocated to **each** question are shown at the end of the section.

Credit will be awarded for logical, systematic and neat presentations.



## **Instructions:**

Answer ANY **three** (3) questions

- 1) Answer the following:
  - a) During difficult times, many poor performing companies normally assume the retrenchment strategy as a way to survive. In detail, explain how retrenchment as a strategy can be implemented? [10]
  - b) What is a team? In detail describe the characteristics of a sound team? [4]
  - c) Within an organization there are different levels of managers. In detail describe the different managerial levels found in a typical organization? [6]
  
- 2) Answer the following:
  - a) According to the **Tuckman's team Model**, groups go through various stages of development before they disintegrate. In detail, describe the group development process, explaining what happens at each stage? [10]
  - b) Henry Mintzberg proposed the roles approach. In detail explain his contributions to the field of management? [10]
  
- 3) Answer the following:

A lot of managers have been considering turnaround for their companies as a strategy to restore high performance. Identify and explain the characteristics of a turnaround situation within an organization? [20]
  
- 4) Answer the following:

Organizations require the right kind of human resources to be able to achieve their organizational objectives. In detail, describe the Human Resources Management process? [20]
  
- 5) Answer the following:
  - a) Identify contemporary issues in human resource management, and, in detail, explain how modern managers are dealing with these issues? [15]
  - b) What is Management by Objectives? Who is involved in the implementation of MBO? [4]
  - c) What is Bankruptcy? [1]

-End of Paper-