



“Investing in Africa’s Future”

FACULTY OF MANAGEMENT AND ADMINISTRATION

COURSE TITLE: MMS 306 – MANAGEMENT THEORY AND PRACTICE II

SEMESTER 1: FINAL EXAMINATION DECEMBER 2014

LECTURER: MR. T NEMAUNGA

TIME: 3 HOURS

INSTRUCTIONS

Answer **any THREE** 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** Questions

- 1) Answer the following:
 - a) Who proposed the functions approach to management? In detail, explain the functions approach to management, highlighting what is involved with regards to each function? [13]
 - b) In detail explain who managers are, and how they differ from non-managerial employees? [2]
 - c) In detail, identify and explain the characteristics of each of the different management levels we find in a typical organization? [10]
- 2) Answer the following:
 - a) In detail, differentiate between social obligation, social responsiveness and social responsibility? [6]
 - b) Describe management role in encouraging ethical behavior within an organization? [14]
 - c) How do managers unintentionally encourage unethical behavior within an organization? [5]
- 3) Answer the following:
 - a) *Innovation can only be nurtured by creating a conducive work environment or climate where creativity is allowed to be transformed into reality. Variables within the environment that can be managed to create an ideal environment for innovation include: Structural variables, Human resources variables and Cultural variables.* In detail, explain how these variables can be managed to create an ideal environment for innovation? [20]
 - b) In detail, list and explain the different techniques that can be used by a manager to manage resistance to change, within an organization? [5]
- 4) Answer the following:
 - a. What are the four steps in the control process? Describe in detail? [12]
 - b. Contrast feedforward, concurrent and feedback controls, giving real examples of each? [6]
 - c. What happens if there are no appropriate control mechanisms? [4]
 - d. With regards to controlling, what is an “opportunity situation”? [3]
- 5) Answer the following:
 - a) In detail discuss the various sources of leadership power? [15]
 - b) Abraham Maslow proposed the Hierarchy. In detail, explain the Abraham Maslow’s contributions to the field of employee motivation? [10]

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