



**AFRICA  
UNIVERSITY**

*(A United Methodist-Related Institution)*

***“Investing in Africa’s Future”***

## **FACULTY OF MANAGEMENT AND ADMINISTRATION**

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

**SEMESTER 1: FINAL EXAMINATION DECEMBER 2014**

**LECTURER: MR. T NEMAUNGA**

**TIME: 3 HOURS**

---

### ***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) What are the focus areas in the analysis of an organization's external and internal environment? [15]
  - b) Briefly describe the common features of a turnaround situation? [10]
- 2) Answer the following:
  - a) According to Robbins (2014) managers of today are facing new challenges at the workplace that were previously not there. In detail, identify and explain some of the new challenges that the modern manager has to confront at the workplace? [20]
  - b) During the planning function, managers are expected to come up with SMART goals. In detail explain why goals should be smart? [5]
- 3) Answer the following:
  - a) In detail, describe the three corporate strategies, identifying situation where each one of them is used? [8]
  - b) Describe the six steps in the strategic management process? [12]
  - c) Explain why strategic management is important to a business? [5]
- 4) Answer the following:
  - a) According to Robbins (2010), identify and explain the characteristics of an organic organizational structure? [12]
  - b) There are basically **four** strategies under the Miles and Snow's Adaptation model. In detail explain the four strategies as highlighted by Miles and Snow's adaptation model? [12]
  - c) Explain the concept of Management by Objectives, as put by Peter Drucker? [1]
- 5) Answer the following questions:
  - a) List any five advantages and three disadvantages of planning? [4]
  - b) According to Gary Dessler, there are nine principles of effective planning, identify and explain each one of them? [9]
  - c) In detail, identify the different elements of a good forecast, explaining why they are important? [6]
  - d) In detail, explain the steps of the planning process, explaining what happens at each step? [6]

- End of Paper-