



KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2017/2018

**FIRST SEMESTER EXAMINATION FOR THE DEGREE OF EXECUTIVE MASTER OF
BUSINESS ADMINISTRATION**

BBE 880: DYNAMICS OF MANAGEMENT AND LEADERSHIP

DATE: Thursday 23rd November, 2017

TIME: 5.30 p.m. - 8.30 p.m.

INSTRUCTIONS:

Answer question **ONE** and any other **THREE** questions

QUESTION ONE (COMPULSORY)

Mary has recently joined Favour International that deals with consultancy services in strategic Management. Her first assignment was to work on a folder of recently awarded contract of Simplistic Products Ltd a company dealing with horticulture products. The company is in serious trouble as competitors such as Evergreen and Fresh supplies has dominated the market. The company has high debt and is close to bankruptcy. It is being investigated on its accounting practices and he previous CEO had left after failing to change the sales force into a successful unit. There has also been very high turnover of employees who cross-over to competitors. From the preliminary analysis, strategic leadership and management is critically missing at Simplistic Products Ltd. Having finished Masters level, Mary has approached you for assistance in her first assignment as her performance on it will determine her confirmation on the job.

- (a) Mary must ensure that Simplistic Products Ltd understands the concept of management. Briefly explain to her the concept, its fundamental features, levels and skills (15 marks)
- (b) Dynamics of management are brought about by the turbulence of the environment. Enlighten Mary on the constraints imposed by the internal and external environment of Simplistic Products Ltd (15 marks)

QUESTION TWO

Organization function is critical for management and leadership in dynamic organizations. Using local examples, discuss the organizing concept, its features and its importance (10 marks)

QUESTION THREE

Staff development in organization is necessary for its performance. Both coaching and mentoring are of essence. Using examples, differentiate coaching and mentoring as used for staff development (10 marks)

QUESTION FOUR

Currently, organizations are facing volatility, uncertainty, complexity and ambiguity. Identify and briefly discuss at least five (5) emerging issues in management (10 marks)

QUESTION FIVE

Decision making is the act of choosing the best option from a set of many. Discuss the 5Ws and 2Hs that help characterize a problem for further analysis which will enable decision making. (10 marks)