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University Examinations 2023/2024

FIRST YEAR FIRST SEMESTER EXAMINATION FOR THE DEGREE MASTER OF
SCIENCE IN BUSINESS ADMINISTRATION

BFA 5100: CONTEMPORARY MANAGEMENT

DATE: APRIL 2024

TIME: 3 HOURS

INSTRUCTIONS: Answer question *one* and any other *Three* questions

QUESTION ONE (30 MARKS)

Former employees of IOC have been stopped from auctioning the broadcaster's equipment to recover Sh46.7 million arising from salaries they ought to have been paid after their sacking in 2006. The Court of Appeal put on hold plans to auction the national broadcaster's equipment, saying the attachment and sale of IOC assets would cripple its operations, yet broadcasting is a matter of public interest.

Further, the court said the argument on the legality of the procedure for executing any order against IOC is arguable as IOC Act restricts attaching or selling the property of the broadcaster.

"To our mind, absence of stay pending appeal would pave the way to execution and sale of the applicant's immovable assets, which would render the intended appeal worthless or futile," Justices Agnes Murgor, Sankale ole Kantai and Imaana Laibuta ruled.

The 267 employees successfully sued IOC after they were retrenched in June 2006. They argued that the retrenchment was illegal because the employer did not involve the Communications Workers Union.

Justice Hellen Wasilwa had in November 2020 directed IOC to pay each of the employees 12 months' salary. The former employees later moved to court seeking to attach IOC property for refusing to pay Sh46.7 million. The workers hired Viewline Auctioneers to attach IOC's moveable property to recover the debt.

But IOC later convinced Justice Monica Mbaru to suspend the proclamation for 14 days, pending the appeal. The judge, however, allowed the application on condition that the employer pay Sh39.8 million within 14 days or the former workers proceed to sell.

The former workers opposed the application for the suspension of the decision and a schedule of payments was adopted by the court in January 2021 but IOC has refused to pay.

The court of appeal said the argument on the validity of the execution of the decree were strong.

SOURCE: skiplagat@ke.nationmedia

QUESTION ONE (24 MARKS)

- a) Evaluate 4 possible causes of this litigation (6 marks)
- b) Analyze any 4 alternative dispute resolution methods that the key parties to this dispute should have considered (6 marks)
- c) Discuss a suitable management theory suitable for this case study (6 marks)
- d) Illustrate key management skills that the CEO of IOC ought to employ in this case (6 marks)

QUESTION TWO (12 MARKS)

- a) Discuss the contribution of Max Weber in the evolution of management thought (6 marks)
- b) Discuss the relevance of Total Quality Management as a management concept utilized by managers today (6 marks)

QUESTION THREE (12 MARKS)

- a) Using appropriate illustrations distinguish between charismatic and transformational leadership models. (6 marks)
- b) Describe any 3 motivation theories a manager could utilize to improve employee performance in an organization. (6 marks)

QUESTION FOUR (12 MARKS)

- a) Highlight key control techniques utilized in business organizations today (6 marks)
- b) Analyze any 5 key sources of poor communication in organizations and advise modern managers on ways to enhance communication skills in their organizations (6 marks)

QUESTION FIVE (12 MARKS)

- a) Analyze the advantages and limitations of management by objectives as a performance management technique (6 marks)
- b) Discuss the key contributions of Henry Fayol and Fredrick Taylor as elaborated in their schools of thought (6 marks)