



NATIONAL OPEN UNIVERSITY OF NIGERIA
14/16 AHMADU BELLO WAY, VICTORIA ISLAND, LAGOS
SCHOOL OF MANAGEMENT SCIENCES
SEPTEMBER/OCTOBER 2015 EXAMINATION

COURSE CODE: BUS451

CREDIT UNITS: 2

COURSE TITLE: COMPARATIVE MANAGEMENT

TIME ALLOWED: 2HOURS

INSTRUCTION: 1. Indicate your Matriculation Number clearly. 2. Attempt question one (1) and any other two (2) questions – three questions in all. 3. Question one (1) is compulsory and carries 30marks, while the other questions carry 20marks each. 4. Present all your points in coherent and orderly Manner

1. In contrast to the Universalists are those who believe that there is no single best way to managing and leading organizations.
 - a. Explain the Universalist and Contingency conceptual approaches to management – highlighting the underlying assumptions, strengths and weaknesses of each approach.
[16 marks]
 - b. In your view, are the approaches mutually exclusive – meaning they cannot exist together in an organization; or should they usefully complement each other? **[4 marks]**
 - c. Mention five (5) benefits of comparative management to a manager. **[10 marks]**
[Compulsory]
2. An organization cannot build a good team of working professionals without a good human resource strategy.
 - a. Define human resource strategy. **[6 marks]**
 - b. Discuss the three main components to be considered in creating a strategic human resource management system **[6 marks]**
 - c. Explain four factors that an organization's human resource unit should consider in formulating and executing strategic plans. **[8 marks]**
3. Most organizations have their own set of competency frameworks.
 - a. Define competency framework **[4 marks]**
 - b. Discuss three managerial skills essential to successful management as identified by Robert Katz. **[6 marks]**
 - c. Discuss skills management system highlighting five benefits of the system to an organization. **[10 marks]**
4. Any organization needs a structure in order to function systematically and efficiently.
 - a. Define organizational structure, highlighting in clear terms 3 reasons why structure is important in an organization. **[6 marks]**
 - b. Discuss the three critical elements of an organizational structure. **[9 marks]**
 - c. Discuss the role of communication in maintaining an organizational structure. **[5 marks]**
5. Managerial discretion are susceptible to constraints.
 - a. Define managerial discretion. **[4 marks]**
 - b. Discuss the three main sources of managerial constraints **[10 marks]**
 - c. Discuss three key steps organizations should take in engaging a management consultant. **[6 marks]**