



**NATIONAL OPEN UNIVERSITY OF NIGERIA  
FACULTY OF MANAGEMENT SCIENCES  
DEPARTMENT OF BUSINESS ADMINISTRATION  
2024 1 EXAMINATION**

**COURSE CODE: MBA835**

**COURSE TITLE: MANAGERIAL PROBLEM SOLVING**

**CREDIT UNIT: 3**

**INSTRUCTIONS:** 1. Indicate your Matriculation Number Clearly  
2. Attempt question one (1) and any other three (3) questions  
3. Question one (1) is compulsory and carries 25 marks, while the other questions carry 15marks each.  
4. Present all your points in a coherent and orderly manner.

**TIME: 2hrs 30mins**

**Question 1**

- (a) Analyze the following external environmental factors and management responses to them in the process of managing:
- i. Physical Environment (3 marks)
  - ii. Political Environment (3 marks)
  - iii. Demographic Environment (3 marks)
  - iv. Technological Environment (3 marks)
  - v. Cultural Environment (3 marks)
- (b) What do you understand by Social Obligation Objectives? (5 marks)
- (c) What do we mean when we say that an objective must be Measurable? (5 marks)

**Question 2**

- (a) In a clear term, state and explain two (2) differences between Forecasting and Planning (6 marks)
- (b) (i) Collection of Relevant Data is one of the steps in Planning/Decision Making. What does it entails? (5 marks)
- (ii).Give two (2) advantages and two (2) disadvantages of Planning (4 marks)

**Question 3**

- (a) Decision making is usually done under the following conditions: (i) Certainty (ii) Risk and (iii) Uncertainty. Do a critical assessment of each of the three (3) conditions (9 marks)
- (b) Comprehensiveness is one of the attributes of an effective Decision maker; examine what it entails. (6 marks)

**Question 4**

- (a) Differentiate between **Upward Communication** and **Horizontal Communication**. (5 marks)
- (b) “**Management by Wandering Around**” and **The Grapevine** are two types of informal communication channels used in many organizations. What do they mean? (10 marks)

**Question 5**

- (a) After a team has been created, there are distinct stages through which it develops. Identify and analyze five (5) stages of Team Development. (10 marks)
- (b) Discuss briefly the meaning of Team Conflict (5 marks)

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