



**NATIONAL OPEN UNIVERSITY OF NIGERIA  
FACULTY OF MANAGEMENT SCIENCES  
DEPARTMENT OF BUSINESS ADMINISTRATION  
2025\_2 EXAMINATIONS**

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**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)