

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

FIRST YEAR EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF
COMMERCE

BCOM 103: PRINCIPLES OF MANAGEMENT

STREAMS: BCOM Y1S2

TIME: 2 HOURS

DAY/DATE: MONDAY 6/08/2018

2.30 P.M - 4.30 P.M.

INSTRUCTIONS:

- Answer question ONE and any other TWO
- Do not write on the question paper

QUESTION ONE

You recently attended a seminar on motivation at the Chuka university pavilion. Each of the participants candidly discussed problems they faced in their organisations. The most dominant problem areas mentioned were absenteeism, high turnover and poor workmanship. The participants were derived from managers in the following areas furniture workshops, clerical workers, computer operators, sanitation workers and some middle level managers. During the discussion one of the participants stated“What we need to stop all these problems is a little scientific management”

- Clearly define management [3 Marks]
- Explain the main principles of scientific management illustrating how they can be applied using any of the job areas in the above case? [6 Marks]
- Why do you think most people have viewed scientific management as being inhuman [4Marks]
- Managers require different skills in order to perform their work. Set out these skills showing the managerial levels where these skills are critical [6 Marks]
- Discuss the nature of staffing in today’s organizations [3 Marks]
- Explain the meaning and importance of span of management [3 Marks]
- Explain the factors that may hinder effective decision making in an organization [5 Marks]

QUESTION TWO

- a Explain how the Hawthorne studies findings set pace for evolution of management thought [10 Marks]
- b Briefly explain the steps involved in the planning process [10 Marks]

QUESTION THREE

M/S Jones a Human Resource Manager is hardworking, comes to work Early, leaves late and on many occasions works over the weekend. Her department is well staffed with qualified and experienced personnel. The Chief Executive of the company enquired from the Director of Human Resource what the problem could be because the human resource department was not meeting the targets. The Human Resource Director replied that M/S Jones does not believe in delegation.

- a Explain the barriers of effective delegation and point out what should be done to make delegation effective. [12 Marks]
- b It has been argued that an organizations controls need control. Using this argument explain the guidelines for effective controls [8 Marks]

QUESTION FOUR

- a Explain how leadership relates to management [4 Marks]
- b Write short notes on
 - (i) Job design [3Marks]
 - (ii) Decentralization of Authority [3 Marks]
 - (iii) Styles of Leadership [6 Marks]
 - (iv) Ethical issues in Business management [4Marks]

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