

**CHUKA**



**UNIVERSITY**

**UNIVERSITY EXAMINATIONS**

**EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF  
COMMERCE**

**BCOM 103: PRINCIPLES OF MANAGEMENT**

**STREAMS: BCOM Y1S2 (ODEL)**

**TIME: 3 HOURS**

**DAY/DATE: TUESDAY 05/10/2021**

**8.30 A.M. – 11.30 A.M.**

**INSTRUCTIONS**

- **Answer questions 1 (one) and any other two questions**
- **Marks will be awarded for clarity and originality of ideas**
- **Do not write on the question paper**

**Question one**

- a) What is management and which skills do the managers require in running an organization and at which levels are they most important? (10 marks)
- b) Henri Fayol proposed administrative theory as a way to make organizations more efficient. Discuss five features of administrative theory showing how you can practically apply them in an organization to improve performance. (10 marks)
- c) A manager's work is heavily influenced by the environment the organization operates in. With examples from the Kenyan business environment, illustrate how five factors in the external environment affect a manager's job. (10 marks)

**Question two**

- a) Management by Objectives (MBO) is becoming a popular tool for involving worker in their appraisal. Describe the steps that managers apply in using MBO. (10 marks)

- b) Corporate social responsibility is a key component of any business. Identify any five business stakeholders and show how you as a socially responsible manager can safeguard their interests. (10 marks)

**Question three**

- a) A manager is more effective if he is a good leader. What five leadership styles can managers adopt in directing their subordinates? (10 marks)
- b) Planning is a crucial management function that lays the foundation for managerial actions. However, planning suffers from various setbacks. Discuss any five reasons why managers do not plan and how you can overcome them. (10 marks)

**Question four**

- a) Distinguish between programmed and non-programmed decisions and show the process that managers apply in making decisions. (10 marks)
- b) Giving practical illustrations from business around you, explain why it is important for a manager to control business activities. (10 marks)
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