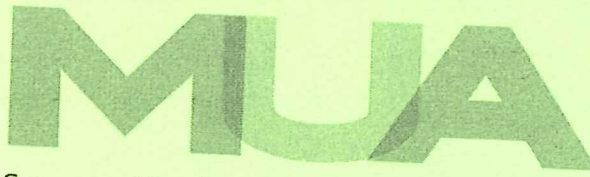


The
Management
University
of Africa



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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND

LEADERSHIP/BACHELOR OF ARTS IN DEVELOPMENT

STUDIES/BACHELOR OF COMMERCE/BACHELOR OF EDUCATION

ARTS

UCU 101/BCM 124/BUS 102 : PRINCIPLES AND PRACTICE OF MANAGEMENT

DATE: 31ST JULY 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the case study below carefully and then answer the questions that follow:

JACK OF ALL TRADES

Jack of all Trades is a leading construction company. The organization has grown from strength to strength because of its innovative ideas and scientific approach of working. Ten years back the organization went through a revolution. All the operations and activities were properly noticed and the standard time taken to perform them was noted. This took a few months and now the company could find out the amount of workers required and the number of days to be involved in the various processes. A year later they moved to another level by considering the stress involved in the lives of the workers. The amount and frequency of rest intervals in finishing a particular task were noted. This helped the company in optimizing the rest intervals for the workers so that their outputs could be increased. After six more months the company decided to reward the efficient workers. A different rate of wage payment was decided for those workers who performed above the standard. The standard was decided. This led to a revolutionary change in the perspective of the workers who now started giving their full efforts in order to increase their wages. At the same time, employees were assigned interesting work and they started deriving a lot of motivation from the work.

Rohan and Amit are working in the purchase department of the company. Rohan is the brother-in-law of the managing director of the company whereas Amit has been recruited from an external source. They both have been performing below average for the last couple of months. Many people in the organization talk about their lack of responsibility. When the managing director of the company came to know about their irresponsible behavior he immediately suspended Amit but did not take any action against Rohan. Mohan works on the floor of a mall as a manager. He is very hard working but is unable to produce results for his organization. His target for last month was a sale of 10 million shillings from his floor. However by the end of the month the sale was only 8 million shillings. He is very regular and takes all the necessary steps to complete the target. However his staff are not as competent as he himself is. When he tries to take action against disobedient employees the top management doesn't allow

him to do so. They haven't given him the power to fire employees or take any strict action against them.

Required:

- a) Assess the principles of management identified in the case of Jack of all Trades
(10 marks)
- b) Examine five strategies that are used to motivate employees at Jack of all Trades
(5 marks)
- c) Analyse five staffing activities that are presented in the case study of Jack of all Trades
(10 marks)

QUESTION TWO

- a) Examine five disciplines that contribute to management thus making it multidisciplinary in nature
(10 marks)
- b) Explain five assumptions of Douglas McGregor's theory X
(5 marks)

QUESTION THREE

- a) Assess five importance of staffing function of management in an organization
(5 marks)
- b) Evaluate five aspects of the internal environment that are likely to have an effect on an organization
(5 marks)
- c) Explain five principles characteristics of the control function of management
(5 marks)

QUESTION FOUR

- a) Assess five principles that govern the planning function of management
(5 marks)
- b) Analyse the ten roles that managers play according to Henry Mintzberg
(10 marks)

QUESTION FIVE

- a) Highlight five indicators of successful execution of the directing function of management (5 marks)
- b) Explain five responsibilities of supervisors in an organization (5 marks)
- c) Discuss five rationale for coordination (5 marks)

QUESTION SIX

- a) Evaluate five ways in which globalization has affected organizations (5 marks)
- b) Assess five disadvantages of using committees in an organization (10 marks)