



*(UNIVERSITY OF CHOICE)*

**MASINDE MULIRO UNIVERSITY OF  
SCIENCE AND TECHNOLOGY  
(MMUST)**

**UNIVERSITY EXAMINATION  
2021/2022 ACADEMIC YEAR  
FIRST YEAR FIRST SEMESTER EXAMINATIONS  
SPECIAL/SUPPLEMENTARY EXAMINATION  
FOR THE CERTIFICATE  
IN  
BUSINESS MANAGEMENT**

**COURSE CODE: CBB 103**

**COURSE TITLE: OFFICE ADMINISTRATION**

**DATE: WEDNESDAY, 3<sup>RD</sup> AUGUST 2022 TIME : 11:00 -1:00PM**

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**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION 1 AND ANY OTHER TWO (2) QUESTIONS**

MMUST observes ZERO tolerance to examination cheating

This Paper Consists of 2 Printed Pages. Please Turn Over.

George, the regional sales manager for Rift Valley, Nyanza and Western Kenya occasionally resorts to threats of withdrawal of benefits and suspension to try to increase the performance of employees. For instance, one time he was dealing with James a medical representative whose output for that month was dismissed. He talked to James about how he could improve his sales but after another week without remarkable improvement, George confronted James. He screamed at him told him that his performance is unacceptable and threatened to withdraw all benefits and only pay him commission. He further indicated that he may slap on him a one month suspension which he did not actualize.

George said, 'I had talked to him before, that I would help him out, that we had to do something about his numbers 'The day I threatened him about withdrawing additional benefits, he actually sold a couple of cartons of drugs and George is unapologetic about his behaviour. I am always tough on my sales persons/medical representatives but they know that I want them to do better. Do I think its always effective? No. but if you do it once in a while it works.'

Apparently George is not alone when the pressure for meeting numbers and deadlines is high; some managers rely on threats to try to motivate employees.

- c) Explain any five principles of an organization (10 marks)
- a) Provide professional advice to George on how to motivate the employees effectively. (10 marks)
- b) Explain the effect of threats as a mode of managing non-performing employees. (10 marks)
- 2a) An effective organisation can be described as one that achieves its purpose by meeting the wants and needs of its stakeholders, matching its resources to opportunities, adapting flexibility to environmental changes and creating a culture that promotes commitment, creativity, shared values and trust. Explain any five advantages of delegation that may be used to achieve organizational effectiveness (10marks)
- b) State and explain any five basic functions of an office (10 marks)
3. Planning is the basic process by which we use to see our goals and determine the means to achieve them.
- a) Explain any five method of external source of recruitment (10 marks).
- b) Discuss any **FIVE** factors that can influence the degree of decentralization (10 marks)

4. a) Explain any five importance of office machines and equipment (10marks)
- b) Explain any five characteristics of strong workplace ethics (10 marks)
5. While every organisation ultimately aims to choose the best candidate, this goal may not be realized.
- a) Explain **FIVE** factors that limit the choice of the BEST candidate. (10 marks)
- b) Discuss any **FIVE** advantages of internal source of recruitment of employees. (10 marks)

