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(University of Choice)

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

UNIVERSITY SPECIAL/SUPPLEMENTARY EXAMINATIONS

2021/2022 ACADEMIC YEAR

**FOR THE DEGREE
OF
BACHELOR OF COMMERCE/EDUCATION**

COURSE CODE: BCB 104

COURSE TITLE: PRINCIPLES OF MANAGEMENT

DATE: THURSDAY 28TH JULY 2022

TIME: 8.00 a.m. – 10.00 a.m.

INSTRUCTIONS TO CANDIDATES

Question ONE (1) is compulsory
Answer TWO (2) questions

TIME: 2 Hours

MMUST observes ZERO tolerance to examination cheating

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

SECTION A: COMPULSORY**Question ONE**

- (i) Mr. Jomcho Kimari, Managing Director of Kakai Enterprises Ltd., drew a plan that would propel the firm into an international status. An evaluation on the plan implementation after 1 year revealed less than 5% achievement of the firm's objectives. **Analyze** the circumstances that may have led to Kakai Ltd's minimal performance. **(10 marks)**
- (ii) **Describe** the different skills that managers should have and how the importance of these skills changes depending on managerial level. **(6 marks)**
- (iii) **Leaders are born and not made. Defend** this statement with relevant theories and examples. **(10 marks)**
- (iv) Clearly **contrast** the following terms as used in organizing
- | | |
|--|------------------|
| a) Span of management and chain of command | (3 marks) |
| b) Decentralization and centralization | (3 marks) |

SECTION B: Answer any 2 questions:**Question TWO**

Demonstrate how a modern day manager would apply **Vroom's Expectancy theory** to motivate the employees working in his organization. **(20 marks)**

Question THREE

- (i) Briefly **explain** the following terms showing their relevance in modern management
- | | |
|----------------------------|------------------|
| a. Active listening | (5 marks) |
| b. Position power | (5 marks) |
- (ii) Using appropriate examples **present an overview** of the steps involved in the **control** function. **(10 marks)**

Question FOUR

Getting and keeping competent employees is critical to the success of any business whether the organization is just starting or has been in business for years. Therefore part of every business's function is **human resource management (HRM)**. **Using an appropriate diagram summarize** the components of this important function. **(20 marks)**.