



(University of Choice)

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

MAIN CAMPUS

2023/2024 ACADEMIC YEAR

MAIN EXAMINATION

**FOR THE DEGREE
OF
BACHELOR OF COMMERCE AND BACHELOR OF ECONOMICS
BACHELOR OF SCIENCE ACCOUNTING**

COURSE CODE: BCB 104/BCB 123

COURSE TITLE: PRINCIPLES OF MANAGEMENT

DATE: 12TH APRIL 2024

TIME: 3.00 p.m. – 5.00 p.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 (30 MARKS)

Today's successful managers must blend tried-and true Principles of management with management approaches to enable the organizations meet corporate objectives due to the changes in terms of customer demands and preference, competition, technology, legislation etc.

The demand on managers in general to deliver has kept on being raised higher and higher. In most successful organizations, managers set goals, define plans, compare the measures of achievement with the standards set. They also all set an example, inspire and orchestrate other organizational members in a democratic rather than an autocratic way. A successful manager therefore requires a blend of leadership styles and management skills to steer an organization in a sustainable way.

Required: answer ALL the 3 questions below with reference to the case above:

- a) **Identify ONE management approach** that provides **Principles of Management** that enable the organizations meet corporate objectives as suggested in the case above. **(14.5 marks)**
- b) **Describe the leadership theory** that is suggested and show how it conforms to the merging trend as implied in the case study above. **(5.5 marks)**
- c) "A successful manager therefore requires a blend of **management skills** to steer an organization in a sustainable way. **Justify** the above statement quoted in the case above. **(6.5 marks)**
- d) **Discuss the TWO management functions** cited in the case that one can use to evaluate successful managers. **(3.5 marks)**

SECTION B: Answer any 2 questions:

QUESTION TWO (20 Marks)

- a) **Use** David McClelland's **Acquired Needs** theory to **illustrate** how Managers in organisations can enhance employee **motivation**. **(9.5 marks)**
- b) **Explain** how corporate goals are set in organisations. **(10.5 marks)**

QUESTION THREE (20 Marks)

- a) **Discuss** the barriers to effective **communication**. **(12 marks)**
- b) **Justify** the sole proprietor's decision to prefer **centralization in managing their business**. **(8 marks)**

QUESTION FOUR (20 Marks)

Compare and contrast the following pair of terms

- a) Efficiency and Effectiveness (5 marks)
- b) Career orientation and Career development (5 marks)
- c) Bureaucratic control and Span of control (5 marks)
- d) Goal setting theory and Path goal theory (5 marks)

QUESTION FIVE (20 Marks)

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)