



GRETSA UNIVERSITY - THIKA

UNIVERSITY EXAMINATIONS MAY - AUGUST 2018 SEMESTER

BACHELOR OF COMMERCE

COURSE CODE: BCBA 102

COURSE TITLE: PRINCIPLES OF MANAGEMENT

DATE: 8TH AUGUST 2018

TIME: 3.00 PM – 6.00 PM

INSTRUCTIONS TO CANDIDATES

1. SECTION A IS **COMPULSORY**.
2. SECTION B: ANSWER ANY OTHER **THREE** QUESTIONS.
3. **DO NOT** WRITE ANYTHING ON THIS QUESTION PAPER AS IT WILL BE AN EXAM IRREGULARITY.
4. ALL ROUGH WORK SHOULD BE AT THE BACK OF YOUR ANSWER BOOKLET AND CROSSED OUT.

CAUTION: All exam rooms are under CCTV surveillance during the examination period.

SECTION A: COMPULSORY

Question One

- a) Alex has hired two employees David and Derrick. In the course of the one week the two employees have worked for him, Alex has noticed David only gets his work done when Alex is around but on other occasions David never completes his work. Derrick on the other hand always has his work done and is eager to assist others to complete their work.
- i) Using Mc Gregor's theory X and theory Y discuss the characteristics of the two employees and ways of motivating the two types of employees **[5 marks]**
- ii) Explain five necessary skills Alex requires in order to effectively manage the two employees **[10 marks]**
- b) Alex is considering appraising the two employees. Explain five objectives of performance appraisal **[10 marks]**
- c) Dads is a German based establishment that offers scholarship to needy as well as good performing students. The Organisation undertakes its own valuation of students' performance in order to choose the right students to offer scholarship to. Elaborate on four guidelines that the Organisation should consider when evaluating the students' performance **[10 marks]**
- d) Discuss Elton Mayo human relations movement and its significance in management **[5 marks]**

SECTION B: ANSWER ANY THREE QUESTIONS

Question Two

- a) Using an Organisation of your choice discuss how the external environment can affect a firms operations **[10 marks]**
- b) Explain the three types of plans **[6 marks]**
- c) A firm can recruit employees from within and externally. Discuss two disadvantages of recruiting employees externally **[4M marks]**

Question three

- a) Discuss five principles of formal organisations that distinguish them from informal organisations **[10 marks]**
- b) Training is a means of impacting skills and knowledge to the employees. Explain five approaches of training conducted in an Organisation **[10 marks]**

Question Four

- a) Management is the art and science of achieving results through other people. It is persuasive in nature. It therefore goes that a manager has to find ways and means of motivating his employees towards set goals. Discuss five motivating factors in an Organisation that a manager can use to persuade his employees **[10 marks]**
- b) Explain any five principles of management as illustrated by Fayol's Classical School of Management **[10 marks]**

Question five

- a) The Kenyan Government is intent in achieving the Strategic Development Goals in line with the Vision 2030. However many barriers can limit the ability of the Government to achieve its desired objectives. Discuss five guidelines that can be used to avoid the barriers limiting the ability of the Government to achieve its objectives. **[10 marks]**
- b) Ridsay is the finance manager with Coca-cola Company. She is expected to take leave for three weeks but has reservations when it comes to leaving her assistant manager to run the firms operations. Explain five possible causes for Ridsay reluctance to delegate responsibilities to her assistant manager **[10 marks]**