

LAIKIPIA



UNIVERSITY

UNIVERSITY EXAMINATIONS

2ND SEMESTER 2022/2023 ACADEMIC YEAR

**FIRST YEAR EXAMINATION FOR THE DEGREE OF
BACHELOR OF COMMERCE**

BCOM 121: PRINCIPLES OF MANAGEMENT

STREAM:

TIME: 2 HRS

DAY: WEDNESDAY [8.30-10.30 A.M]

DATE: 19/04/2023

THIS QUESTION PAPER CONSISTS OF THREE (3) PAGES

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INSTRUCTIONS:

ANSWER QUESTION ONE AND ANY OTHER TWO

QUESTION ONE

- a) Trace the foundations of the discipline of Management by bringing out the Classical Management Approaches as put forward by Early (classical) Management theorists

(10 Marks)

- b) The planning process is comprised of two key parts---strategic planning and operational planning The ability of an organization to execute its strategy is directly proportional to its ability to understand and communicate the strategy. An understanding of the distinguishing features Strategic and Operational Plans therefore is crucial in this respect.

Discuss

(10 Marks)

- c) Planning tools can be used at each stage of the corporate strategic planning process for gathering and interpreting required data and information. They may also be used in structuring interactions involved in deliberating on the data, and generating options to address issues surfaced and in deciding strategies to address the most important strategic issues likely to impact performance of the organization as a whole.

However the success of planning can only be realized if Managers adopt the Rational Model of Decision Making, Discuss this Model

(10 Marks)

QUESTION TWO

- a) In the practice of management, a manager ought to be knowledgeable about the Rational Decision Making model which involve a **cognitive process** where each step follows in a logical order from the one before. it is based on thinking through and **weighing up the alternatives** to come up with the best potential result. A good manager maker is rational, consistent, value maximizing choices within specified constraints. These choices are made in the context of the rational decision making model. Elaborate **(10 Marks)**

- b) discuss the problem-finding process as may have been adopted by Firm X **(10 Marks)**



QUESTION THREE

- a) Span of management is an important structural variable in evaluating the contributions of managers to systems. Span of management is typically measured as a ratio. A wide variety of operational definitions have been applied and these differences have not been reconciled. At the organizational level, span represents supervisory capability. At the level of the manager, span may reflect reporting structure, closeness of contact, or scope of the role. These measures are influenced by units of measurement and by context. A systematic understanding of span of management concepts, measures and determinants will assist in selecting parameters to quantify the allocation of managerial resources.

Analyze the sub-section above and illustrate graphically what (in the context of Organizing) a “span of management” entails as well as the factors that ought to be put in perspective when determining an effective span **(12 Marks)**

- b) Firm Y and Firm Z have adopted different styles of management and whereas the former has elected an autocratic, domineering style, the latter has opted for an open, participative decision-making style of management. Explain then how the managerial functions of Planning, Organizing, Staffing and Controlling would be practiced within these two contrasting styles of management **(8 Marks)**

QUESTION FOUR

- a) Discuss the Staffing activities of Promotion, Transfers (the purpose), Discipline, Demotions, Dismissals **in the context of the Managerial Function of Staffing** **(12 Marks)**
- b) Explain, then, **why business firms need the Control Function** and the requirements that should be borne in mind for effective controls **(8 Marks)**

