



The Co-operative University of Kenya

END OF SEMESTER EXAMINATION DECEMBER-2019

**EXAMINATION FOR THE DEGREE OF MASTER OF CO-OPERATIVE
MANAGEMENT (YR I SEM II)**

UNIT CODE: COMC 4102

UNIT TITLE: CO-OPERATIVE MANAGEMENT PRACTICE

DATE: 18TH DECEMBER, 2019

TIME: 2:00 PM – 5:00 PM

INSTRUCTIONS:

- Answer question **ONE (compulsory)** and any other **THREE** questions

QUESTION ONE

Twang' Co-operative Society Limited was registered with an initial membership of 500 members in a remote area of the Republic of Kenya to handle livestock marketing. The membership was drawn from three dominant clans who had divergent views on livestock marketing, mobilization of resources and distribution of income. Mr. Joash Abbas was recently posted to the area to assist the co-operative have an impact on co-operative development and particularly encourage a smooth growth of the co-operative. He convened a meeting with the society leaders to chart a way forward. The attendance at the meeting was good but members sat in three distinct groups and aired their views through one member from each group. It therefore took many minutes of consultations before the one member could communicate any view. Eventually, Joash realised that the meeting was between three spokesmen of each group within the society membership. Joash set to establish a good management practice.

You are required to:-

- a) Explain any three co-operative principles through which membership strengthens co-operative management with the knowledge that 'Co-operative Management Practice involves member participation.' (5 Marks)
- b) Explain the evolution of the Social Capital Theory in the 20th century and how it could impact on Twang' co-operative society management practice. (15 Marks)
- c) Explain the importance of co-operative values in that co-operative management practice. (15 Marks)
- d) As 'Ethics' form an important aspect of co-operative management, explain how Twang' Co-operative Society would address the distinctness of groupings within its membership. (5 Marks)

QUESTION TWO

- a) Explain the management practice of 'people-centredness' in co-operative growth. (5 Marks)
- b) Explain the three (3) management practices and their development impact to co-operative management. (10 Marks)
- c) With reference to a co-operative you are familiar with, demonstrate the application of the co-operative ethical values in management practices (5 Marks)

QUESTION THREE

Explain the crucial role played by Human Resource recruitment, training and development of co-operative managers in co-operative management (20 Marks)

QUESTION FOUR

- a) Explain the effect of membership democracy and managerial control in good co-operative management. (10 Marks)
- b) 'The community has a strong correlation to co-operative management practice.' Discuss. (10 Marks)

QUESTION FIVE

- a) Discuss the controlling role of the Management Boards and Managers in co-operatives. (10 Marks)
- b) Explain the crucial role played by Board members in the development of housing co-operative societies in Kenya. (5 marks)
- c) Kenhut Housing Co-operative Society Limited has acquired a parcel of land for immediate housing development. Advise the Board on what to avoid in order to achieve its goals. (5 Marks)