

COOPERATIVE UNIVERSITY OF KENYA
END OF SEMESTER EXAMINATION
PRINCIPLES AND PRACTICE OF MANAGEMENT
BACHELOR OF COMMERCE YEAR 1 SEMESTER 1

August 2019

Time: 2 hours

Answer Question one and any TWO questions.

QUESTION ONE

- a. Organizations are becoming increasingly influenced by their external environment. In what ways does the understanding of the external environment factors enable managers to make better decisions? (15 marks)
- b. Describe management in terms of its functions. (8 marks)
- c. Is management an art or science? Explain. (4 marks)
- d. Distinguish between policies, procedures and rules. (3 marks)

QUESTION TWO

- a. Critically explain the main features of the three "Schools of Management" under the classical theory. (10 marks)
- b. What is Management by objectives? (2 marks)
- c. What are the strengths and weaknesses of MBO? (6 marks)
- d. What is manager development? (2 marks)

QUESTION THREE

- a. Organizations are going through a period of major technological change, which is obviously a great challenge to management particularly in the area of employee resistance to change. Give reasons for employee resistance to change and the techniques which may be used to overcome the resistance. (10 marks)
- b. By description differentiate between decision making and problem solving (4 marks)
- c. Outline the stages of developing a management information system. (6 marks)

QUESTION FOUR

- a. The art of successful delegation does not come easily to managers, and many have often performed some tasks themselves instead of delegating.
 - i. Outline the factors that would influence a manager's decision to delegate authority and assign duties to subordinates. (7 marks)
 - ii. Identify the major barriers to effective delegation (7 marks)
- b. What are ethics? (2 marks)
- c. Outline the barriers to exposing unethical behaviours (4 marks)

QUESTION FIVE

- a. Leaders are born and not made. Discuss. (8 marks)
- b. What do you understand by the term product life cycle? (2 marks)
- c. What advantages can be achieved by applying the PLC concept in making marketing decisions? (6 marks)
- d. Write brief notes on the following management concepts:
 - Sources of Power (4 marks)