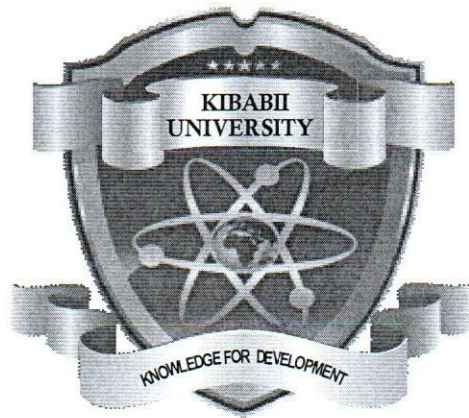


KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

**2020/2021 ACADEMIC YEAR
FIRST YEAR FIRST SEMESTER
MAIN EXAMINATION**

**FOR THE DEGREE OF BACHELOR OF COOPERATIVE AND
ENTREPRENEURSHIP MANAGEMENT**

COURSE CODE: BCB 124

COURSE TITLE: PRINCIPLES OF MANAGEMENT

DATE: 22/02/2021

TIME: 8.00AM-10.00AM

INSTRUCTION TO CANDIDATES

- 1) The paper contains FIVE questions
- 2) Attempt THREE questions
- 3) Question ONE is Compulsory

TIME: 2 Hours

KIBU observes ZERO tolerance to examination cheating

Question One

Like most steel companies, Bangalore Alloy Steel suffered difficult times in the decade of 1990s. In a companywide attitude survey, in 1995, it was found that, a number of frustrated middle managers felt that the company's unattractive pay structure caused low employee morale. The Chief Executive Officer of the company, Dinesh was not impressed by the survey report and didn't care for the opinion of middle managers. As a result, the executives were disillusioned. Dinesh had been a financial specialist, and the board of directors assigned him the top job because though this financial experience could improve the financial situation of the company. At first, the move seemed a good one, Dinesh used his financial know-how to arrange creative financing for the company's debt, but that did not solve other serious problems. Dinesh was a numbers man with few people skills and he proved to be a poor planner. He tried to diversify and re-organize the structure which was not comfortable with face to face communications and he issued periodic memos exhorting employees to increase productivity. All 152 employees, including both blue-collar and white collar employees blamed Dinesh for the heavy losses of the company. Top management kept middle management at a distance and became isolated and ineffective.

- (a) Which of the management functions does Dinesh perform well? (5 Marks)
- (b) Which of the management functions does he perform unsatisfactorily? (5 Marks)
- (c) What do you think should be the role of middle management in this situation? (5 Marks)
- (d) What do you think Dinesh should have done? (5 Marks)
- e) "To effectively cope with the demands of diversifying and expanding responsibilities, as a manager moves up in hierarchy of the managerial positions the manager needs to update his skills to do justice with the changing roles in an organizational set up". Elaborate this statement and briefly discuss the underlying concepts with examples. (10 Marks)

Question Two

- a) Differentiate between individual and group Decision-making. Briefly discuss how the barriers to effective decision making can be overcome. (10 Marks)
- b) What are the elements, problems and prerequisites of effective delegation, discuss with suitable example. (10 Marks)

Question Three

- a) Define „leadership“. Explain the importance of leadership in management. (10 Marks)
- b) What managerial skills are required at different levels of management and why? Briefly discuss the roles of top level executive in an organization (10 Marks)

Question Four

- a) Who are managers? What do managers do? How will you reconcile management functions and managerial roles? (10 Marks)

- b) What is Bureaucracy? Differentiate between scientific approach and Behavioural approach to management. Which approach is more suitable in present scenario? (10 Marks)

Question Five

- a) What do you understand by "Leadership style"? Can you explain Leadership styles on a continuum? (10 marks)
- b) What do you understand by the term, "Level of Management"? Briefly describe the different levels of management. (10 Marks)