

# KIBABII UNIVERSITY



## UNIVERSITY EXAMINATIONS

**2020/2021 ACADEMIC YEAR**

**FIRST YEAR FIRST SEMESTER**

**SPECIAL/SUPPLEMENTARY EXAMINATION**

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

**COURSE CODE: BCO 121/BCB 124**

**COURSE TITLE: PRINCIPLES OF MANAGEMENT**

**DATE: 28/09/2021**

**TIME: 11.00AM-13.00PM**

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### 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**

## CASE STUDY

Nitish is 23 years old and will be receiving his professional PG degree in HRM from the university at the end of this semester. He had spent the past two SIP for Age Ins. Co. 9 AIC) filling in on a number of different jobs while employees took their vacations. He has received and accepted an offer to join AIC on a permanent basis upon post-graduation, as a supervisor in the policy renewal department. AIC is a large insurance company. In the HQ office alone, where Nitish will work, they have 5000 employees. The company believes strongly in the personal development of its employees. This translates into a philosophy, emanating from the top executives offices, of trust and respect for all AIC employees. The job Nitish will be assuming requires him to direct the activities of 25 clerks. Their job require little training and are quite routine in nature. A clerk's responsibility is to ensure that renewal notices are sent on current policies, tabulate any changes in premium from a standardized table, and advise the sales division if a policy is to be cancelled as a result of nonresponse to renewal notices. Nitish's group is composed entirely of women, ranging from 19 to 62 years of age, with a median age of 25. For the most part, they are matriculates with little prior working experience. The salary range for policy renewal clerks is Rs. 2,500 to Rs. 3,000 per month. Nitish will be replacing a long time AIC employee, Ajay Ajay is retiring after 35 years with AIC, the last 14 spent as policy renewal supervisor. Since Nitish had spend a few weeks in Ajay's group last summer (SIP), he was familiar with Ajay's style and also knew most of the group members. He anticipated no problems from any of his soon-to-be employees, except possibly for Jawahar. Jawahar was well into his fifties, had been a policy renewal clerk for over a dozon years, and as the grand old man', carried a Principles and Practices of Management 173 lot of weight with group members. Nitish concluded that without Jawahar' support, his job could prove very difficult. Nitish's is determined to get his career off on the right foot. As a result, he had been doing a lot of thinking about the qualities of an effective Leader.

### Questions:

- What are the critical factors that will influence Nitish's success as a leader? Would these factors be the same if success were defined as group productivity?(10 Marks)
  - What suggestion might you make to Nitish to help him over or control Jawahar?(8 Marks)
  - Describe the style you think would be most effective for Nitish (6 Marks)
  - What is Directing function of Management? Briefly discuss its characteristics. (6 Marks)
- Question Two**

- What is leadership, explain the characteristics of Leadership?(8 Marks)
- Discuss the role of various approaches of management in management theory. Which approach do you think, adequately clears the nature of management.( 12 Marks)

### Question Three

- What is departmentation? Describe the various bases of departmentation. What scheme of departmentation you will suggest for a large marketing organization operating all over the country and why?(10 Marks)

- b) What are the various theories of leadership? Which theory seems to justify the leadership in democratic countries like Kenya? Give reasons for the answer.(10 Marks)

#### **Question Four**

- a) “Planning is the basis, delegation is the key, information is the guide and action is the essence of control”. Discuss. (10 Marks)
- b) Discuss the various steps involved in decision making process (10 Marks)

#### **Question Five**

- a) How is management by objectives understood? Discuss briefly the process of MBO (10 Marks)
- b) Briefly discuss about the sources of prospective human resources that are available outside the organisation. (10 Marks)