



MURANG'A UNIVERSITY COLLEGE

Constituent College of Jomo Kenyatta University College of Agriculture and Technology

SCHOOL OF BUSINESS AND COMMERCE

DEPARTMENT OF COMMERCE

COURSE CODE: HPS 2206 & HBC 2105

COURSE TITLE: PRINCIPLES OF MANAGEMENT

TIME: 2HOURS

PROGRAMME YISI 2012

YEAR OF STUDY: 2013

INSTRUCTIONS

1. Students are required to answer **three (3)** questions
2. Question **one** is compulsory
3. Answer any other **two** questions

QUESTION ONE (30 marks)

Read the case study below and answer the following questions

Modern Tones Ltd, company in beauty products was formed eleven months ago. It was granted franchise to manufacture and market beauty products locally. This was facilitated because the overseas CEO in Japan was in college with the now local CEO who was specializing in mechanical Engineering.

The opportunity was just too good to let go. To put away any possible competition; it became necessary to move as advised by a motivational speaker, 'that is embrace the opportunity with the speed of a tiger'

They approached financiers for estimated implementation costs. They have leased huge space for manufacturing in Naivasha because it's cheap, near home where family and local labour has been hired. They have also imported machinery and contracted distributors all over Kenya. They are also trying to penetrate the market with their slow moving huge stock of products.

They are unable to pay suppliers regularly. Public health and other relevant government agencies are dissatisfied with the process and products though some problems have been sorted out through meetings.

To reduce the initial Human Resources Costs, Technical staffs in production are employed with only certificates. The marketing team wants marketing cost reduced to enable them penetrate the market, but the finance manager who is a family member wants already set prices adjusted upwards to cover what he call unforeseen financial costs. The employees feel exploited and have decided to join a union. These issues have kept the CEO busy and most of the time out of the office.

Answer Q1 a) from the case study.

(a)

- i. From the case study explain to the management the purpose of carrying out recruitment and selection in an organization (5 marks)
- ii. Training is a must for maintaining a viable and knowledgeable workforce. Explain the importance of training to Toners Ltd. workers (5 marks)
- iii. Planning is key for success for any organization. As a management consultant explain the importance of planning to the C.E.O (5 marks)
- iv. Explain five factors why the employees of Modern Tones have joined trade union. (5 marks)
- v. As a management consultant advise the management of Tones on the importance of embracing ethical business conduct. (10 marks)

QUESTION TWO

- i) You have been appointed as a supervisor in charge of a group of workers in an organization. Explain FIVE duties that you would be expected to perform in you job (10marks)
- ii) Using an organization of your choice, discuss how a manager can use Maslow's theory to motivation his employees. (10marks)

QUESTION THREE

- i) Management is indispensable in all organization, explain the importance of management (10 marks)
- ii) Communication is an effective and important tool of management. Explain five factors that contributes to effective communication. (10 marks)

QUESTION FOUR

- i) Several authors have defined management in various ways. in your own understanding. Explain why management is considered to as an Art and a science. (8marks)
- ii) Discuss the different leadership styles giving the circumstances under which each may be applied (12marks)

QUESTION FIVE

- i) Highlight five reasons why a manager may be reluctant to delegate work in an organization (10marks)
- ii) What characteristics did Max Weber identify in the theory of Bureaucracy. (10 marks)

