



MURANG'A UNIVERSITY OF TECHNOLOGY

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF HUMAN RESOURCE

UNIVERSITY ORDINARY EXAMINATION

2017/2018 ACADEMIC YEAR

FIRST YEAR FIRST SEMESTER EXAMINATION FOR

- BACHELOR OF PURCHASING AND SUPPLIES MANAGEMENT**
- BACHELOR OF COMMERCE**
- BACHELOR OF SCIENCE IN HUMAN RESOURCE MANAGEMENT**

BHR 101 – PRINCIPLES AND PRACTICE OF MANAGEMENT

DURATION: 2 HOURS

DATE: 15TH DECEMBER 2017

TIME: 2.00 – 4.00 P.M.

Instructions to Candidates:

- 1. Answer Question 1 and Any Other Two questions.**
- 2. Mobile phones are not allowed in the examination room.**
- 3. You are not allowed to write on this examination question paper.**

SECTION ONE - COMPULSORY

QUESTION ONE

The biggest news in the business circles of few months ago was that of Nakumatt's fall in profits, closure of some of its branches leading to its ultimate failure and takeover by Tusksys. Though some argue that the political temperatures played a major role in the failure of the one-time-biggest chain of supermarkets in East Africa, it's easy for anyone with management knowledge to understand that the failure of Nakumatt only reflect the failure of its management.

- (a) A part from the political activities in Kenya by the time and management failure, discuss any other 5 specific external causes you think led to the collapse of Nakumatt Chain of Supermarkets. (5 marks)
- (b) Allude the failures you have discussed in (a) above to management function showing how effective management would have averted the imminent failure way before it happened. (10 marks)
- (c) As the C.E.O. of Nakumatt chain of supermarkets, discuss how you would have managed the company politics to ensure that right decisions were made at all times and ultimately ensure the company's survival. (10 marks)
- (d) The takeover of Nakumatt by Tusksys will surely bring about changes. Identify some of these changes and discuss how you as the C.E.O. of Tusksys, would manage the change. (5 marks)

SECTION TWO – ANSWER ANY TWO QUESTIONS

QUESTION TWO

- (a) In his book, General and Industrial Management (1916), Henri Fayol outline 14 essential underlying factors that form the foundation of principles of successful management. Explain any 7 of these factors, and using examples, clearly illustrate their applicability in reality. (14 marks)
- (b) Depending on the need, size and complexity of operations of an individual organization, there are quite a number of organizational management structures than organization can settle on. The aim being to chart a structure that best addresses the direction of authority, chain of command and the interaction between different departments. Discuss any two management structures outlining their strengths to an organization. (6 marks)

QUESTION THREE

- (a) Many scholars in management advocate for organizations without departmental barriers as the basis for successful management. Using an organization of your choice, explain how departmental barriers can be dissolved in the organization to streamline the decision making process. (10 marks)
- (b) The manager is expected to forge teamwork in the organization. However, establishing a functional team is a process that is curbed by very many problems. Discuss the process of team formation. (10 marks)

QUESTION FOUR

- (a) Contrast the three major approaches within the classical viewpoint: Scientific Management; Bureaucratic Management; and Administrative Management giving examples of how these approaches are reflected in an organization with which you are familiar. (10 marks)
- (b) Explain any five factors that would influence a manager's decision to delegate authority. (10 marks)