

KABARAK



UNIVERSITY

UNIVERSITY EXAMINATIONS

2015/2016 ACADEMIC YEAR

FOR THE DEGREE OF BACHELOR OF COMMERCE

BMGT 123: PRINCIPLES OF MANAGEMENT

DAY: MONDAY

DATE: 18/04/2016

TIME: 14:30 – 16:30 P.M.

STREAM:Y1S2

INSTRUCTIONS:

- **Answer Question One and any other Two Questions**

SECTION ONE:

QUESTION ONE (30 marks)

Case study

Kodak was one of the best performing companies in America in the field of photography and acted like a monopoly. In the late 1970's and early 1980's the market was changing rapidly and the Kodak failed to adapt to these changes, one the senior staff at Kodak at one time remarked that “ Kodak was like a rudderless company drifting from project to project with little coherent direction” indeed by 1983 the net earnings had dropped by 51%

One of the major reasons for this decline was inability of Kodak to keep up with the pace of change, e.g it was slow in developing Polaroid instant cameras which it had initially dismissed as a passing fad, this later turned out to be a bad decision. In 1977, Fuji introduced a high speed film that caught Kodak unprepared, another major decision mistake was when it refused to be the official sponsor of LA Olympics, and Fuji offered to be their sponsor

The management of Kodak became complacent and afraid to take necessary risks and unable as well as unwilling to respond to market changes and it was ineffectual in developing new technology

- a) What could have contributed to Kodak's problems (3mk)
- b) Based on the above case study discuss the importance of management to organizations (4mk)
- c) Outline the different skills a manager should have and explain which managerial skills were required the most by the Kodak management (6mk)
- d) What is the importance of forecasting during planning? (4mk)
- e) Discuss any 3 attributes of a successful manager (6mk)
- f) Describe the 2 types of plans found in an organization (4mk)
- g) What is the relationship between planning and control in an organization (3mk)

SECTION TWO:

ANSWER ANY OTHER TWO QUESTIONS (20MKS EACH)

QUESTION TWO

- 2) a) Distinguish between theory X and Y assumptions as developed by Douglas Mc Gregor's in the Behavioural Management Theory of evolution. (4mks)
- b) Henri Fayol, a French mining Engineer developed a set of principles based on his management experiences. Briefly discuss any eight (8) of these management principles. (8mks)
- c) Discuss briefly the Administrative Management theory of management evolution (8 mks)

QUESTION THREE

3. Organizing is an important managerial function.

- a) Discuss the principles of organizing, highlighting their importance to organizations (8mk)
- b) With the help of a diagram, explain any three organization structures. Listing the advantage and disadvantage of each (12mk)

QUESTION FOUR

- a) Discuss any 4 leadership styles, list the advantages and disadvantages of each as well as examples (16mk)

- b) What do you understand by corporate social responsibility, list three benefits to an organization (4mk)

QUESTION FIVE

- a. Discuss the five steps to management decision making. (10mk)
- b. Critically analyze 5 challenges faced by small businesses (10mk)