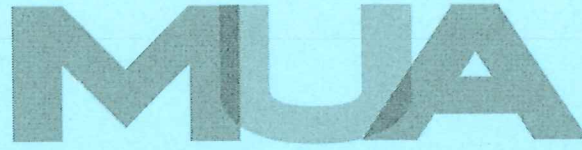


The  
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**UNDERGRADUATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**DEGREE OF BACHELOR OF MANAGEMENT AND**  
**LEADERSHIP/BACHELOR OF ARTS IN DEVELOPMENT**  
**STUDIES/BACHELOR OF COMMERCE/BACHELOR OF EDUCATION**  
**ARTS**

UCU 101/BCM 124/BUS 102 : PRINCIPLES AND PRACTICE OF MANAGEMENT

DATE: 2<sup>ND</sup> DECEMBER 2024

DURATION: 2 HOURS

MAXIMUM MARKS: 70

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. DO NOT write on this question paper.
3. This paper contains SIX (6) questions.
4. Question ONE is compulsory.
5. Answer any other THREE questions.
6. Question ONE carries 25 MARKS and the rest carry 15 MARKS each.
7. Write all your answers in the Examination answer booklet provided.



**QUESTION ONE**

Read the Case Study below carefully and answer the questions that follow:

**STEEL ALLOY MILLS**

Like most steel companies, Steel Alloy Mills suffered difficult times in the decade of 1990s. In a companywide attitude survey, in 1995, it was found that, a number of frustrated middle level 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 they thought 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. Employees at junior levels are a confused lot. They are not sure on whom to report to since orders and instructions are issued from multiple sources and they appear to contradict each other. They are assigned work for which they have no skill or expertise. Most employees, including both blue-collar and white collar employees blamed Dinesh for the heavy losses in the company. They have claimed that the lack of involvement in decision making has denied the organization of great ideas that would have resulted into proper planning and better performance. Top management kept middle management at a distance and became isolated and ineffective. Some supervisors who have connections with the top management have been accused of giving orders to their superiors who are at middle management level.

**Required:**

- a) Critically evaluate the management functions presented in the case Steel Alloy Mills (8 marks)



- b) Explain the principles of management that have been discussed in the case of Steel Alloy Mills (8 marks)
- c) Discuss the functions of managers at the management levels in Steel Alloy Mills (6 marks)
- d) Explain why orders should come from only one superior (3 marks)

#### QUESTION TWO

- a) Examine five characteristics of an art and five characteristics of a science that make management to be both a science and an art (10 marks)
- b) Explain five principles of management as put forward by Marx Weber (5 marks)

#### QUESTION THREE

- a) The staffing function of management comprises of a number of steps. Examine five such steps (5 marks)
- b) Evaluate how any five aspects of the economic environment that have affected organizations in Kenya in the last two years (5 marks)
- c) Without proper controls, an organization may not achieve its effectiveness. Assess five challenges that an organization can experience due to lack of proper execution of the control function (5 marks)

#### QUESTION FOUR

- a) Assess the steps that are followed in undertaking the planning function of management (7 marks)
- b) Analyse eight roles played by top level managers in a typical organization (8 marks)

**QUESTION FIVE**

- a) Evaluate five ways through which directing helps in attaining organizational effectiveness (5 marks)
- b) Explain five characteristics of supervisors who exhibit a high level of concern for production (5 marks)
- c) Discuss five consequences of poor coordination in an organization (5 marks)

**QUESTION SIX**

- a) Evaluate five ways in which the war between Ukraine and Russia is affecting Kenyan organizations (5 marks)
- b) Assess five factors that managers should consider in deciding on whether to centralize or decentralize operations (10 marks)