

The
Management
University
of Africa



Sponsored by the Kenya Institute of Management

CERTIFICATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
CERTIFICATE COMMON UNIT

CCU 105: FOUNDATIONS IN MANAGEMENT

DATE: 6th APRIL 2022

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 **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 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:

MANAGEMENT AS AN A SCIENCE

Science is a systematic body of knowledge pertaining to a specific field of study that contains general facts which explains a phenomenon. It establishes cause and effect relationship between two or more variables and underlines the principles governing their relationship. These principles are developed through scientific method of observation and verification through testing.

Scientific principles represent the basic truth about a particular field of-enquiry. These principles may be applied in all situations, at all time & at all places. Law of gravitation which can be applied in all countries irrespective of the time, management also contains some fundamental principles which can be applied universally like the Principle of Unity of Command one man, one boss. This principle is applicable to all type of organization - business or non business.

Scientific principles are derived through scientific investigation & researching the principle that earth goes round the sun has been scientifically proved. Management principles are also based on scientific enquiry & observation and not only on the opinion of Henry Fayol. They have been developed through experiments & practical experiences of large no. of managers. Principles of science lay down cause and effect relationship between various variables.

The same is true for management, therefore it also establishes cause and effect relationship. Lack of parity (balance) between authority & responsibility will lead to ineffectiveness. If you know the cause lack of balance, the effect can be ascertained easily i.e., in effectiveness. Similarly, if workers are given bonuses, fair wages they will work hard but when not treated in fair and just manner, reduces productivity of organization.

Validity of scientific principles can be tested at any time or any number of times for **example** they stand the test of time. Each time these tests will give same result. Moreover, future events can be predicted with reasonable accuracy by using scientific principles of management can also be tested for validity. Principle of unity of command can be tested by comparing two persons - one having single boss and one having 2 bosses. The performance of 1st person will be better than 2nd.

It cannot be denied that management has a systematic body of knowledge but it is not as exact as that of other physical sciences like biology, physics, and chemistry etc. The main reason for the inexactness of science of management is that it deals with human

beings and it is very difficult to predict their behaviour accurately. Since it is a social process, therefore it falls in the area of social sciences.

Required:

- a) Explain the term science and any three characteristics of its main features. (5 Marks)
- b) As an HR Manager list five functions of management. (5 Marks)
- c) Using relevant examples explain to the management any five features that describe management as an art. (10 Marks)
- d) Manpower Planning is the process of ensuring the right number and quality of people for the achievement of goals of the organization. Discuss five importance of manpower planning. (10 Marks)

QUESTION TWO

- a) As a Manager you have been tasked to develop a manual, examine the phases of developing the organization manual. (5 Marks)
- b) Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job. Justify five importance of training to an organization. (5 Marks)

QUESTION THREE

- a) Planning is used to resolve immediate problems or develop new ways of responding to particular needs or situations, highlight any five advantages of planning process. (5 Marks)
- b) Recruitment may lead to increase in employee's productivity as their motivation level increases determine five advantages of internal recruitment. (5 Marks)

QUESTION FOUR

- a) Directing is said to be the heart of management process, state and explain four characteristic of directing. (4 Marks)
- b) Write short notes on the following
 - i. Co-ordination. (2 Marks)
 - ii. Directing. (2 Marks)
 - iii. Controlling. (2 Marks)

QUESTION FIVE

- a) Supervisor has got an important role to play in factory management, examine six roles of a supervisor in a firm. **(6 Marks)**
- b) Using examples deliberate four ways of motivating employees. **(4 Marks)**

QUESTION SIX

- a) List and briefly describe the three Methods of forecasting. **(3 Marks)**
- b) The effectiveness and quality of decisions making determine how successful a manager will be. Explain the seven steps in a decision-making process. **(7 Marks)**