



JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY

SCHOOL OF BUSINESS & ECONOMICS

UNIVERSITY EXAMINATION FOR UNDERGRADUATES

1st YEAR 2nd SEMESTER 2022 ACADEMIC YEAR

SEPTEMBER -DECEMBER 2022

MAIN CAMPUS/NAIROBI

COURSE CODE: BAB 1103

COURSE TITLE: INTRODUCTION TO MANAGEMENT

EXAM VENUE:

DATE: 21/12/2022

EXAM SESSION: 9.00-11.00AM

DURATION: 2 HOURS

INSTRUCTIONS

1. This paper is divided into THREE sections:
 - a. Section A: Thirty (30) Compulsory multiple choice questions. Select and write in your answer sheet either A, B, C or D
 - b. Section B: There are four (4) questions. Attempt ALL questions.
 - c. Section C: There are three (3) questions. Attempt Two (2) questions.

SECTION A (COMPULSORY) (30 marks) Each question carries One (1) mark. Select and write in your answer sheet either A, B, C or D

1. Planning, organizing, directing and controlling are the:

- A. Functions of management.
- B. Goals of management.
- C. Results of management.
- D. All the above.

2. The process of familiarizing the new employees to the organisation rules and regulations is known as-

- A. Placement
- B. Induction
- C. Recruitment
- D. Selection

3. Management development –

- A. Is a short term in nature
- B. Focuses on employees' current job
- C. Is an informal activity
- D. Aims at overall development of a manager

4. ----- is the systematic, periodic and impartial rating of an employee excellence in matters pertaining to his present job and his potential for a better job.

- A. Performance appraisal
- B. Compensation and motivation
- C. Training and Development
- D. Performance indicator

5. **When we classify managers according to their level in the organization they are described as _____.**
- A. Functional, staff and line managers
 - B. Top managers, middle managers and supervisors
 - C. High level and lower level managers
 - D. General managers and administrative managers
6. **Identify three levels of planning.**
- A. Top, middle and bottom
 - B. Headquarters, divisional and local
 - C. Operational, intermediate and strategic
 - D. Strategic, administrative and functional
7. **Brainstorming is used by the management for:**
- A. Work allocation on the shop floor.
 - B. Generating alternative for problem solving.
 - C. The promotion of research and development.
 - D. Training employees.
8. **Frederick Taylor and Frank and Lillian Gilbreth were advocates of an approach to management involving the use of scientific method, known as:**
- A. The quantitative approach.
 - B. Management science.
 - C. Scientific management.
 - D. The contingency approach.
9. **Some of the other fields of study that affect management theory or practice include:**
- A. Political science, philosophy, anthropology and sociology
 - B. Zoology, psychology, sociology and philosophy.
 - C. Anthropology, astrology, political science and psychology.
 - D. Political science, sociology, typography and economics.
10. **Division of labor, authority hierarchy, formal selection, formal rules and regulations, impersonality, and career orientation are all features of:**
- A. Weber's ideal type bureaucracy.
 - B. General administrative theory.
 - C. Fayol's principles of management.
 - D. Taylor's principles of management.
11. _____ **concluded that managers perform 10 interrelated activities that relate to decision making, using information and interpersonal relationships.**

- A. Mintzberg
- B. Abraham Maslow
- C. Robert Owen
- D. Henri Fayol

12. Which of the following are the principles of ‘Scientific Management’?

- i. Development of a science of work
- ii. Different Piece Rate Plan
- iii. Standardization of tools and equipment’s (
- iv. Scientific selection of workman
- v. Co-operation between managers and workers

Select the correct code:

- A. i, iii, iv and v
- B. i, iv and v.
- C. i, ii, iii, and iv
- D. i, ii, iii, iv and v.

13. Conceptual skills relate to a manager’s ability to

- A. Take a strategic view of how parts of the organization function
- B. Solve detailed problems in groups
- C. Correctly evaluate organizational problems
- D. Understand and interact effectively with others in the organization

14. The Behavioral approach to management focused on:

- A. The worker
- B. The manager
- C. The owner
- D. None of the above.

15. In what order do managers typically perform the managerial functions?

- A. organising, planning, controlling, leading
- B. organising, leading, planning, controlling
- C. planning, organising, leading, controlling
- D. planning, organising, controlling, leading

16. What are the three interpersonal roles of managers?

- A. Figurehead, leader and liaison
- B. Spokesperson, leader, coordinator
- C. Director, coordinator, disseminator
- D. Communicator, organizer, spokesperson

17. Which one is not a recognized key skill of management?

- A. Conceptual skills
 - B. Human skills
 - C. Technical skills
 - D. Writing skills
18. **Which of these is not part of the recognized challenges for modern managers?**
- A. Micro-managing the workforce
 - B. Managing communications
 - C. Managing change
 - D. Managing the learning organisation
19. **Management is pervasive in the sense that**
- A. it fulfills all purposes
 - B. it uses all resources effectively
 - C. it is relevant for all organizations
 - D. all of these
20. **Which of the following is NOT an automatically unfair reason for dismissing an employee?**
- A. Declining to sign a workforce agreement
 - B. Not being able to carry out a task
 - C. Pregnancy
 - D. Taking Maternity leave
21. **Which of the following is NOT a situation in which an employer can make an employee redundant?**
- A. The business ceases to continue trading
 - B. A particular factory of a company is closed down due to downsizing
 - C. An employer buys a new machine that renders an employee unneeded
 - D. Employees are doing their job at too slow a pace
22. **Objectives of the HRM function include the following except:**
- A. Change management
 - B. Performance management
 - C. Administrative objective
 - D. Employee ownership
23. **The first step in the recruitment process is:**
- A. Job analysis
 - B. Interviews

- C. Training and development
- D. Induction

24. Techniques used during the selection process include the following except:

- A. Psychometric tests
- B. Aptitude tests
- C. Assessment centres
- D. Experimental tests

25. How principles of management are formed?

- A. By rule of Thumb
- B. By observation and experimentation
- C. By experiences of customers
- D. By experiments in Science laboratory

26. Direction is a _____ function performed by all the managers at all levels of the organization.

- A. Managerial
- B. Organizational
- C. Both (A) and (B)
- D. None of the above

27. CSR stands for _____?

- A: Company Social Responsibility
- B: Corporate Social Rights
- C: Corporate Social Responsibility
- D: Company Social Rights

28. Which of the following statement is/are correct?

- A. HRM is a strategic management functions
- B. Under HRM employee is treated as resource
- C. HRM is the management of skills, talent and abilities
- D. HRM lacks the organisation to achieve its goals

29. Challenges faced by Human resource management includes-

- A. Technological changes, workforce diversity, globalization
- B. Productivity, career planning
- C. Compensation management
- D. Downsizing and voluntary retirement scheme

30. Advantages of grievances handling procedure –

- A. Management can know employees feelings
- B. Employee gets grievances ventilated
- C. Keeps a check on supervisor's attitude
- D. All above

SECTION B (COMPULSORY) (20 marks)

1. "Management is regarded as an art by some, science by others, and inexact science by many more. The truth seems to be somewhere in between". Considering this statement, explain the exact nature of management. **(5 marks)**
2. To manage is to forecast and plan to organize, to command, to coordinate and to control". Discuss this statement. **(5 marks)**
3. Describe the importance and steps involved in planning process. Briefly discuss the relevance of strategic and operational planning. **(5 marks)**
4. "Decision making is the primary task of management." Discuss this statement and explain the process of decision making. **(5 marks)**

SECTION C (CHOOSE ANY TWO QUESTIONS) (20 marks)

QUESTION ONE

- a) 'Planning has become essential today because of frequent changes taking place in the external environment.' Discuss. **(5 marks)**

b) **Discuss the Problems of Management in the Third World Countries. (5 marks)**

QUESTION TWO

a) “The objective function of a business is to maximize profits. It has nothing to do with the social responsibilities.” Do you agree with this? Explain? **(5 marks)**

b) What do you understand by scientific management? Describe that salient features of Taylor’s scheme of scientific management and discuss their validity today using viable examples. **(5 marks)**

QUESTION THREE

a) Discuss the purpose of a job analysis using examples from industry. **(5 marks)**

c) In spite of a good compensation package, a high employee turnover in organizations is a matter of concern to employers. Discuss ways that can be used to motivate employees to stay in organizations. **(5 marks)**