

UGANDA MARTYRS UNIVERSITY, NKOZI CAMPUS

**FACULTY OF BUSINESS ADMINISTRATION AND
MANAGEMENT**

CODE 1101

**COURSE: PRINCIPLES OF MANAGEMENT FINAL EXAM
BAM 1**

DATE: 8.12.2014

Time allowed: 3 hours:

Instructions

- i. Do not write anything on the question paper
- ii. Answer 4 questions
- iii. Whenever possible illustrate your answers with examples

Question One

Salaamu is a line manager in a manufacturing company. She came up with several ideas of making her unit highly productive. Among the new ideas she came up with are:

- i. automating the processes
- ii put more emphasis on team work and give incentives accordingly
- iii. Introducing three shifts: day, evening and night shifts

Some of her subordinates who heard about the intended changes right away started opposing the ideas in their cliques.

- a. Identify and explain 5 likely cases of resistance to Salaamu's intended changes (10 marks)
- b. Advise Salaamu on the tactics she can employ to implement the changes (15 marks)

Question Two

- a. "Failure to plan is planning for failure." Discuss. (10 marks)
- b. Draw an organisation structure with the following members of staff: (10 marks)
 - 6 Tellers, Bank Manager,
 - 2 Customer Care Officers,
 - Assistant Manager – Accounts,
 - 2 Cleaners,
 - Assistant Manager Customer Care & Administration,
 - Accountant
- c. What are the challenges in the drawing up of such a structure? (5 marks)

Question Three

The External Environment is comprised of *The Micro and Macro Environments*:

- a) List and describe the components of the Micro and Macro *Environment for UMU* (18 marks)
- b) With relevant examples explain why knowledge of the various components of the environment is important to managers (7 marks)

Question Three

- a. What is the importance of studying the history of management?
- b. Describe what and how the following individuals contributed to the development of modern theories of management?
 - i. Henry Fayol (5 marks)
 - ii. Frederick Taylor (5 marks)
 - iii. Max Weber (5 marks)
 - iv. Mintzberg (5 marks)

Question Four

Distinguish between mission statements, goals, objectives, policies, plans, and budgets (How are they related, and how are they different?). (25 marks)

Question Five

Bookface World Company develops accountancy software for small to medium-sized businesses. The Company was established 15 years ago by a graduate in accounting. Despite an

increasingly competitive environment, it has grown and diversified to become a global provider of specialised accountancy software.

In order to cope with the increasing size and diversity of the business, additional levels of management and control systems have been introduced, including additional policies, rules and procedures. Unfortunately, the increase in bureaucracy is having the effect of slowing down decision-making processes and limiting ideas for new software development.

The Chief Executive Officer is aware of the conflict between the structural changes and the need for continuous creativity and innovation that are critical to new software development and the future success of the business, but is not sure how to overcome the problem.

Required:

(a) Explain

(i) Why formal control systems are increasingly necessary as an organization grows and diversifies (10 marks)

(ii) Why the use of bureaucratic forms of control in Bookface Company might limit creativity and innovation. (10 marks)

(b) Discuss how Bookface Company could balance control with autonomy to assist continuous creativity and innovation. (5 marks)

Question Six

Uganda Martyrs University has passed a policy to have all students have their meals from the University Dining Hall. This policy hence necessitates that the students pay at least 50% of both tuition and dining meals to the university by the start of the semester.

a. Illustrate the possible decision making process the University may have gone through to make this decision. (15 marks)

b. What are the possible controls the University ought to put in place to ensure compliance to the new policy? Explain the controls with reference to preliminary, concurrent and feedback controls. (10 marks)

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UGANDA MARTYRS UNIVERSITY

FACULTY OF SCIENCE
DEPARTMENT OF ECONOMICS

UNIVERSITY EXAMINATIONS
SEMESTER I, 2013/14

FIRST YEAR EXAMINATIONS FOR BACHELOR OF SCIENCE
(B.ECON)

PRINCIPLES OF MANAGEMENT

DATE: 19TH DECEMBER 2013

TIME: 2:00 – 5:00 PM

Instructions:

i) ATTEMPT ANY FOUR QUESTIONS.

1(a) Define management according to various scholars. (10mks)

(b) "Management is both an art and a science ". Evaluate the statement. (15mks)

2 (a) Explain the various organization theories of management.(10mks)

(b) " Management skills and roles are synonymous". Evaluate the statement. (15mks).

3 (a) Explain the planning process, undertaken in any particular organization. (10mks)

(b) Forecasting the future is paramount to organization management. Examine the reasons for organization forecast of the future trends. (8mks)

(c) Examine the factors for conducive successful planning and why planning is essential in any particular organization. (17mks)

4 A rational manager is expected to take critical decisions. Analyze the various rational and non rational decision models that may be undertaken by a manager to achieve organization objectives. (25mks)

5 (a) Explain the various business management policies, that may be undertaken by any particular business for long run survival. (10mks)

(b) Explain the elements considered in business continuity management. (15mks)

6 (a) analyze the management principles followed in different organizations. (15mks)

(b) Delegation is an ultimate action to the manager and unavoidable in organization management. Examine its benefits to both the subordinate and the top authority. (10mks)

7 (a) Examine the various managerial approaches for improving motivation. (15mks)

(b) Explain the various causes of conflicts in organizations. (10mks)

END

MERRY CHRISTMAS, BUT ENJOY CAREFULLY