

UGANDA MARTYRS UNIVERSITY, NKOZI, RUBAGA, MBALE,  
MASAKA, NG AND KABALE CAMPUSES

FACULTY OF BUSINESS ADMINISTRATION AND  
MANAGEMENT

DEPARTMENT OF MANAGEMENT SCIENCE

BAM I, BPSCM I, BSC ACC & FIN I (JAN INTAKE)

SEMESTER TWO 2021/2022

COURSE UNIT: PRINCIPLES OF MANAGEMENT

CODE: MGT 1101

DATE: 22<sup>ND</sup> JULY, 2022

TIME: 9:30 AM – 12:30 PM

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*Instructions:*

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- Question One is compulsory and carries 40 marks
- Answer 4 questions in all
- Don't write anything on this question paper
- Using examples earns you marks

## Question One (Compulsory 40 marks)

### **Coca Cola CSR**

Coca-Cola India was established as the Indian subsidiary of the US-based Coca-Cola Company (Coca-Cola) in 1993. Keeping in mind the fact that it was one of the largest beverage companies in India, Coca-Cola India said it had made CSR an integral part of its corporate agenda. The company used large amounts of water and energy in its beverage production and tons of packaging material for its products, it had taken up several initiatives to act as a responsible company and reduce its environmental impact. In addition to water, energy, and sustainable packaging, Coca-Cola India also focused on several community initiatives in India as part of its social responsibility initiatives.

To commit to the fair and dignified treatment of all people who work for Coca-Cola Company. 90 percent of more production by local people with local resources. The Company strives to engage effectively and cooperatively with our partners and stakeholders. The company offers the highest quality beverages starting with, Coca cola and more than 2,600 beverage products. We seek to maximize value for shareowners while being mindful of our overall responsibilities.

CSR initiatives included, conserve Water; Watershed protection, rainwater harvesting projects, 110 recharge shafts that collected rainwater. Reverse filter system. The company initiated drinking water projects in Maharashtra and Gujarat to provide potable water to the local communities. Reducing energy consumption and emission of GHGs by such as refrigeration.

Packaging framework that aimed at recycling was introduced. A PET recycling project in Mumbai in partnership with Brihan Mumbai Municipal Corporation collected the company's packaging material consisting of glass bottles, cans, etc. after they were disposed. The company provided health check-ups, medicine, and education to rural communities on health-related topics • Also funded polio eradication camps, the company conducted blood donation camps and supported a 24-hour emergency service for children • In a few districts of Andhra Pradesh, conducted camps for Hepatitis B vaccinations, eye check-ups, and malaria eradication

The company played an active role in providing employment and giving the community opportunities to expand and grow. For every job in the Coca-Cola system, 10 more jobs were created indirectly. In 2007, launched an initiative called Parivartan (Change) for training small retailers in India.

A commitment to the community was part of Coca-Cola India's CSR. In 2003, launched Jagriti Learning Centres to provide education to more than 1,800 children residing near its bottling facilities in Pune.

Whoever, the company had faced some obstacles before it came up with its CSR initiatives which included; the groundwater levels had dropped in the first seven years of the company's operations, from 1999 to 2006. Even in 2008, the company continued to face mass demonstrations from local communities who demanded that the company shut down its bottling operations. There were also allegations that the company had seized land from farmers and that it had discharged hazardous material. A few critics came down heavily on Coca-Cola's much acclaimed TCCC standards for waste management.



- (a) Identify the corporate social responsibility issues addressed by the Company (15 marks)
- (b) Use examples from the case to identify and explain the forms of corporate social responsibility applied by Coca-Cola Company (15 marks)
- (c) In your own view as a student of management, how do you think an organisation can be affected if it fails to address the social concerns of the communities in which they operate from. (10 marks)

### **Question Two**

Using an organization of your choice, as a student of management,

- a. Show how you would manage the change process (10 marks)
- b. With examples, clearly explain the tactics you would use to implement the change process so that you don't experience much resistance from the people you lead. (10 marks)

### **Question Three**

Assuming you have been appointed as the new manager of Centenary bank Rubaga branch, draw its organization structure and explain why you think an organization structure is important. (20 marks)

### **Question Four**

- a. Identify and explain the relevance of management roles in an organization (12 marks)
- b. State and elaborate on the three management skills managers should have in proper running of the organization. (08 marks)

### **Question Five**

- a. Using an illustration of a company of your choice, elaborate on the difference between the vision, mission and objectives. (10 marks)
- b. Describe what is meant by "SWOT" and use the same company identified in (a) above to draft its SWOT analysis. (10 marks)

### **Question Six**

Use examples to write short notes on the following as used in management

- (a) Organizational effectiveness
- (b) Systems approach in management
- (c) Strategic planning
- (d) Escalation of commitment
- (e) Charismatic leadership

(20 marks)

END