

UGANDA MARTYRS UNIVERSITY
FACULTY OF BUSINESS ADMINISTRATION AND
MANAGEMENT

PRINCIPLES OF MANAGEMENT

Examination

2013 - 2014

BAM I – NKOZI/Lubaga Campus

Date: Wednesday 18th December, 2013

Time: 2.00 - 5.00 pm

Instructions

- 1. Do not write anything on the question paper**
- 2. Question one is compulsory. Attempt 3 other questions**
- 3. The Exam is composed Seven (7) questions'**
- 4. Be neat and concise in your explanation and give examples whenever possible.**

Compulsory question

Question One: Read the case study and answer the following questions

Bosses By Geoffrey James

The best managers have a fundamentally different understanding of workplace, company, and team dynamics. A few years back, I interviewed some of the most successful CEOs in the world in order to discover their management secrets. I learned that the "best of the best" tend to share the following eight core beliefs.

Business is an ecosystem, not a battlefield. *Average bosses* see business as a conflict between companies, departments and groups. They build huge armies of "troops" to order about, demonize competitors as "enemies," and treat customers as "territory" to be conquered. *Extraordinary bosses* see business as a symbiosis where the most diverse firm is most likely to survive and thrive. They naturally create teams that adapt easily to new markets and can quickly form partnerships with other companies, customers ... and even competitors.

A company is a community, not a machine. *Average bosses* consider their company to be a machine with employees as cogs. They create rigid structures with rigid rules and then try to maintain control by "pulling levers" and "steering the ship." *Extraordinary bosses* see their company as a collection of individual hopes and dreams, all connected to a higher purpose. They inspire employees to dedicate themselves to the success of their peers and therefore to the community—and company—at large.

Management is service, not control. *Average bosses* want employees to do exactly what they're told. They're hyper-aware of anything that smacks of insubordination and create environments where individual initiative is squelched by the "wait and see what the boss says" mentality. *Extraordinary bosses* set a general direction and then commit themselves to obtaining the resources that their employees need to get the job done. They push decision making downward, allowing teams form their own rules and intervening only in emergencies.

My employees are my peers, not my children. *Average bosses* see employees as inferior, immature beings who simply can't be trusted if not overseen by a patriarchal management. Employees take their cues from this attitude, expend energy on looking busy and covering their behinds. *Extraordinary bosses* treat every employee as if he or she were the most important person in the firm. Excellence is expected everywhere, from the loading dock to the boardroom. As a result, employees at all levels take charge of their own destinies.

Motivation comes from vision, not from fear. *Average bosses* see fear--of getting fired, of ridicule, of loss of privilege--as a crucial way to motivate people. As a result, employees and managers alike become paralyzed and unable to make risky decisions. *Extraordinary bosses* inspire people to see a better future and how they'll be a part of it. As a result, employees work

harder because they believe in the organization's goals, truly enjoy what they're doing and (of course) know they'll share in the rewards.

Change equals growth, not pain. *Average bosses* see change as both complicated and threatening, something to be endured only when a firm is in desperate shape. They subconsciously torpedo change ... until it's too late. *Extraordinary bosses* see change as an inevitable part of life. While they don't value change for its own sake, they know that success is only possible if employees and organization embrace new ideas and new ways of doing business.

Technology offers empowerment, not automation. *Average bosses* adhere to the old IT-centric view that technology is primarily a way to strengthen management control and increase predictability. They install centralized computer systems that dehumanize and antagonize employees. *Extraordinary bosses* see technology as a way to free human beings to be creative and to build better relationships. They adapt their back-office systems to the tools, like smart phones and tablets, that people actually want to use.

Work should be fun, not mere toil. *Average bosses* buy into the notion that work is, at best, a necessary evil. They fully expect employees to resent having to work, and therefore tend to subconsciously define themselves as oppressors and their employees as victims. Everyone then behaves accordingly.

- a. Identify and discuss the key management issues that have been exhibited in the case study. (10 marks)
- b. Relate each issue that you have identified to a topic you have studied. (5 marks)
- c. Using points from the case study advise a leader/ manager on how to deal with subordinates. (15 marks)

Question Two

- a. A manager should have a combination of three kinds of managerial skills. Practically show how the head of a hospital can use these skills. (12 marks)
- b. Show how you would use each of the four decisional roles in a manufacturing organization. (13 marks)

Question Three

- a. Define the term span of control (5 marks)
- b. Differentiate between tall structure and flat structure and give at least 2 advantages of each. (10 marks)
- c. Discuss at least five factors that affect organizational design (10 marks) 2 marks @

Question Four

Explain 10 of Fayol's management principles and show how they are relevant today. (25 marks)

Question Five

a. Nkozi foods Ltd is a company that produces snacks of various types. Among them are biscuits, candies among others.

Controlling is a four step process. As a production officer of Nkozi Ltd, show how you would use these steps (12 marks)

b. Compare and contrast feed forward and feedback control (4 marks)

c. Your brother bought a number of minibuses and motor cycles and put you in charge of managing them. He attended a seminar of recent and heard about two concepts MBO and MBWA, but he is not clear about the meaning of each. Explain them to him. How can he use one of them effectively to the motor vehicle and motor cycle business?

Question Six

The Managing Director of your organization has been requested to give a talk about change management in organizations to corporate managers of various organizations. He has requested you to prepare a paper for him. His presentation is "Tactics for introducing change in organizations". As you explain clearly give examples from various organizations. (25 marks)

Question Seven

The industry environment can either be attractive or unattractive. When the industry is attractive many business people would like to enter the industry and those who are already in enjoy the benefits whereas when it is unattractive very few are attracted to it and those already in it would even like to leave it.

Environmental Factor	Unattractive	Attractive
Competitors	Many; low industry growth, equal size	Few; high industry growth, unequal size
Threat of entry	High threat, few entry barriers	Low threat, many barriers
Substitutes	Many	Few
Suppliers	1.Few; 2. high bargaining power	Many; low bargaining power
Customers	Few; High bargaining power	Many; Low bargaining power

Using an example of the hotel industry explain the above table (25 marks)