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GABA CAMPUS – ELDORET
MAIN EXAMINATION
SEPTEMBER – DECEMBER 2021 TRIMESTER
SCHOOL OF BUSINESS
BACHELOR OF COMMERCE
DEPARTMENT OF MARKETING AND MANAGEMENT
CMM 111: PRINCIPLES OF MANAGEMENT

Date: December 2021	Duration: 2 Hours
Instructions: Answer Question ONE and any other TWO Questions	

QUESTION ONE

- a) Systems theory describes organizations as “open systems,”
- i) Define a system **(1 Mark)**
 - ii) Describe TWO types of systems. **(3 Marks)**
 - iii) Analyze the elements of an organization as a system. **(6 Marks)**
- b) For effective management, three categories of skills are necessary. Discuss. **(6 Marks)**
- c) Organizations are outcomes of the organizing process. An organogram is a basic framework within which organizational activities take place. From this understanding;
- i) Analyze FOUR factors that one may need to take in to consideration in order to create and maintain an efficient organizational structure. **(8 Marks)**
 - ii) Highlight the barriers to delegation of authority from a superior to their subordinates. **(6 Marks)**

QUESTION TWO

- a) Explain the necessity of planning to an organization. **(10 Marks)**
- b) Henry Mintzberg posited that a manager spends his time performing specific roles. He identified 10 roles that management perform and classified them into three categories. Describe these roles. **(10 Marks)**

QUESTION THREE

- a) Discuss the three levels of management and indicate the activities carried out at each level. **(9 Marks)**
- b) Staffing is the process of acquiring and maintaining appropriate persons in the organization. Clarify on the elements of the staffing process. **(11 Marks)**

QUESTION FOUR

- a) Generally, management is concerned with directing the efforts of other people in a formally organized group towards achieving common goals. From this definition, elaborate the meaning of management based on functions. **(12 Marks)**
- b) Trace the contribution of Max Weber to management. **(8 Marks)**

QUESTION FIVE

- a) Controlling is the process of monitoring the performance of an organization and taking action to ensure that the desired results are achieved. From this proposition;
- i) Explain the basic control process. **(6 Marks)**
- ii) Describe any FOUR types of control system. **(8 Marks)**
- b) Highlight the propositions of McGregor's theory X and Y about management of organizations. **(6 Marks)**

END