



# PIONEER INTERNATIONAL UNIVERSITY

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## UNIVERSITY EXAMINATIONS

**ACADEMIC YEAR:** 2020/2021

**UNIT NAME:** PRINCIPLES OF MANAGEMENT

**SEMESTER:** MAY-AUGUST 2021

**UNIT CODE:** MAGT 1210

**DATE:** AUGUST 2021

**TIME:** 2 HOURS

**INSTRUCTIONS:** Answer question one (30 marks) and any other two

### QUESTION ONE. (30mks)

A meeting alert window popped up on Ajay's computer reminding him of his meeting with Sangeeta, his boss. He clicked the snooze button and continued making last minutes changes to the spreadsheet he was working on. He was compiling performance data for his team that would be discussed in the impending meeting. The alert popped up again. Ajay disconnected his laptop and looked for a pen. Sangeeta beckoned Ajay through the glass door and Ajay walked in her office without waiting. Ajay's team had grown significantly and Sangeeta felt that all projects were not getting due attention. Also not all team members were getting the coaching that Ajay was capable of providing because he was spread too thin. "I feel you need a Team Leader in your team Ajay. Have you got any suggestions?" Sangeeta started. They had recently discussed the growth of Ajay's team and the related issues. "Well, Archana and Rahul are the two key players in my team. Both are equally capable." Ajay said as he opened his laptop. "Who is more capable of leading a team? I understand that both are equally capable of executing projects, but we are really looking for leadership skills here." Sangeeta said. "Rahul is actually very good in customer communications. His work is also always very good and gets approved in the first round itself. And Archana is equally good. Rahul likes to be sure of what he is planning to do and bounces things off me while Archana goes ahead and takes decisions on her own." "And are her decisions wrong?" Sangeeta probed. "Actually she has a good instinct. And she usually backs it up with well thought through strategy." Ajay explained. "What about the team? Which one of them works better with the team?" "Rahul is just great with the team. He's a great listener, practically an agony aunt actually. He almost never says anything negative to his team members. The team loves him. Archana's also good with people but she's more task focussed. She shows the team a vision and a goal and then helps them achieve it." Ajay felt good that he had thought through strengths and weaknesses of Rahul and Archana. "Seems like Archana probably will make a better Team Leader don't you think?" Sangeeta asked. "Most probably... but Rahul's really good too. I don't think we can ignore him. I wouldn't want to lose him." Ajay was beginning to look worried. He knew Archana was more independent and stronger and more capable leader of the two and yet was worried about what Rahul might feel about reporting to someone who has been his peer. "Ajay, only one person can be the Team Leader, you know that."

- a) Discuss the **FOUR FUNCTIONS** of management in this organization (4 marks)
- b) Explain the **THREE** approaches of Management this organization (6 marks)
- c) Discuss the levels of managements giving the roles they play (4marks)
- d) Decision making is a vital to an organization. Discuss factors slowing the process. (4marks)
- e) Explain Management as a Science and as an Art and as a both (4marks)
- f) Explain the scientific management theory and relevance in contemporary management (4marks)
- g) Characteristics of an effective controlling in management (4marks)

### **QUESTION TWO (20 MARKS)**

- a) Mary Parker Follet's key contributions to management and their application in modern management using appropriate examples (5 marks)
- b) Using relevant examples explain **Theory x and Y** in Management (5marks)
- c) Enumerate the characteristic of the different skills in management (5marks)
- d) Henry Fayol is considered the father of management. Explain his contribution to the modern science (5marks)

### **QUESTION THREE (20 MARKS)**

- a. Discuss how the nature of management jobs creates the possibility for ethical abuses. What is the importance of ethical behavior in your country organizations? (5marks)
- b. Explain why innovation matters to companies. (5marks)
- c. Discuss using appropriate examples the different methods that managers can use to effectively manage innovation in their organizations. [5 Marks]
- d. Describe using relevant examples the different methods that managers can use to better manage change as it occurs. [5Marks]

### **QUESTION FOUR (20 MARKS)**

- a) **Using example** differentiate between a management and leadership (4marks)
- b) Discuss the external and internal environment factors affecting an organization (6marks)
- c) Depending on the size of the organization, decision making can be centralized or decentralized, list the merits and demerits of each approach (6marks)
- d) Identify and clearly explain using relevant examples how to manage four kinds of employee separations in the context of managing human resources. (4 Marks)