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**KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR**  
**FIRST YEAR, FIRST SEMESTER EXAMINATION**  
**FOR THE CERTIFICATE IN BANKING AND FINANCE**

Date: 7<sup>th</sup> August, 2024  
Time: 8.30am –10.30am

**CBF 108 PRINCIPLES AND PRACTICES OF MANAGEMENT**

**INSTRUCTIONS TO CANDIDATES**

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**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

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**QUESTION ONE (30 MARKS)**

- a) Using appropriate examples, explain the role of the Dean School of Business in relation to the following administrative functions:
- i) Planning (2 marks)
  - ii) Organizing (2 marks)
  - iii) Coordinating (2 marks)
- b) Outline steps taken in Management by objective (MBO) (6 marks)
- c) Mention six reasons management is not an exact science (6 marks)
- d) State the decision roles of any manager in an enterprise (6 marks)
- e) Explain the role of the top Management in the management of an enterprise (6 marks)

**QUESTION TWO (20 MARKS)**

- a) Describe the steps managers undertake in planning (5 marks)
- b) A manager has very specific responsibilities. State any five responsibilities (5 marks)
- c) Businesses have objectives that are considered to be very important. List any five such reasons that qualify them to be important developing business objectives (5 marks)
- d) Outline any five features of management (5 marks)

**QUESTION THREE (20 MARKS)**

- a) Describe the steps taken in formulating a strategy (5 marks)
- b) Discuss any five types of policies as suggested by various scholars of management (5 marks)
- c) As a manager, describe ways used to decentralize your enterprise. (5 marks)
- d) Explain the human objectives as envisaged in business objectives (5 marks)

**QUESTION FOUR (20 MARKS)**

- a) Describe any five limitations of management by objective (MBO) (5 marks)
- b) Decisions are made at every level of management hence have a cycle. Using a diagram, show the decision-making cycle. (7 marks)
- c) You have been appointed as a manager of company XYZ, then asked to present a paper on the determinants of the span of managerial responsibility. Outline the determinants of the span of managerial responsibility. (8 marks)

**QUESTION FIVE (20 MARKS)**

- a) Discuss any four decision roles of a manager as discussed by various scholars (4 marks)
- b) Planning is always advisable yet it has its limitations. Outline any six limitations of planning (5 marks)
- c) Explain five advantages of formal planning done in most enterprises (5 marks)
- d) State any six principles of a theory (6 marks)