



**FIRST YEAR EXAMINATIONS IN BACHELOR OF BUSINESS ADMINISTRATION
 (EXTERNAL) – 2011/2012
 HELD IN APRIL / MAY 2013**

COM 15 MANAGEMENT AND ENTREPRENEURIAL SKILLS

Duration: **03 hours**

Answer all Questions

01. (a) Define the term management and explain several important factors likely to influence in managing organization in the twenty first century. (07 Marks)

(b) For managers to develop work agendas, act out roles, and engage in planning, organizing, leading, and controlling, they need a sound knowledge base and key management skills.

Define these skills in the management process and explain how they differ at hierarchical levels. (08 Marks)

(c) The classical viewpoint is a perspective on management that emphasizes finding ways to manage work and organization more efficiently.

Explain this statement with three different classical approaches. (10 Marks)

(Total 25 Marks)

02. (a) Decision making is the process through which managers identify organizational problems and attempt to resolve them.

Describe the decision making process and explain the common decision making biases in an organization. (06 Marks)

(b) Management by Objectives (MBO) method used by number of organization to facilitate the linking of goals and plans.

Explain the most viable MBO process, and the strengths and weaknesses of the approach. (07 Marks)

(c) Organization structure is the formal pattern of interactions and coordination designed by management to link the tasks of individuals and groups in achieving organizational goals.

Briefly discuss the elements of organizational structure. (07 Marks)

(Total 20 Marks)

107

03. (a) Outline the human resource management process and trace the development of its strategic importance. (06 Marks)

(b) The processes of change management and innovation tend to be difficult because they involve incorporating significant new ideas.

Distinguish change from innovation and explain the reasons for resistance to change. (06 Marks)

(c) The cognitive theories attempt to isolate the thinking patterns that we use in deciding whether or not to behave in a certain way.

Briefly discuss each of the one of the cognitive theories of motivation and explain how they facilitate the motivation process. (08 Marks)

(Total 20 Marks)

04. (a) Define the term situational leadership theories and explain one of them. (07 Marks)

(b) Control is the process of regulating organizational activities so that actual performance conforms to expected organizational standards and goal.

Describe how control responsibilities change with the level of management. (08 Marks)

(Total 15 Marks)

05. (a) Define entrepreneurship and explain the role that innovation plays in creating entrepreneurial opportunities. (05 Marks)

(b) A number of factors influence the decision of whether to engage in entrepreneurship. Explain this statement with factors that influence the decision to engage in entrepreneurship. (07 Marks)

(c) New ventures and small businesses can bring considerable satisfaction in terms of both accomplishments and financial remuneration. On the other hand, such endeavors involve several relatively unique issues and problems. Discuss. (08 Marks)

(Total 20 Marks)