



## **GARISSA UNIVERSITY**

**UNIVERSITY EXAMINATION 2017/2018 ACADEMIC YEAR ONE  
FIRST SEMESTER EXAMINATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

**FOR THE DEGREE OF BACHELOR OF BUSINESS MANAGEMENT**

**COURSE CODE: CMD 111**

**COURSE TITLE: BASIC MANAGEMENT SKILLS**

**EXAMINATION DURATION: 3 HOURS**

**DATE: 08/12/17**

**TIME: 2.00-6.00 PM**

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### **INSTRUCTION TO CANDIDATES**

- The examination has SIX (6) questions
- Question ONE (1) is COMPULSORY
- Choose any other THREE (3) questions from the remaining FIVE (5) questions
- Use sketch diagrams to illustrate your answer whenever necessary
- Do not carry mobile phones or any other written materials in examination room
- Do not write on this paper

**This paper consists of THREE (3) printed pages**

*please turn over*



### QUESTION ONE (COMPULSORY)

- (a) State and explain some of the Principles of Henry Fayol [6 marks]
- (b) Regardless of the size or the purpose, every group has similar characteristics. State and explain the characteristics of groups [5 marks]
- (c) State and explain the factors that affect group behavior [4 marks]
- (d) Differentiate the following terms :
  - i. Group norms and group cohesiveness [2 marks]
  - ii. Informal group and informal organization [2 marks]
- (e) Explain characteristics of informal groups [6 marks]

### QUESTION TWO

- (a) Discuss the stages in group development [5 marks]
- (b) The method or style of leadership a manager chooses to use greatly influences his effectiveness as a leader. An appropriate style coupled with proper external motivation techniques can lead to the achievement of both individual and organizational goals. If the style is appropriate, goals could suffer and workers may feel resentful, aggressive, insecure and dissatisfied. In reference to this, discuss the main types of leadership [6 marks]
- (c) According to Tannenbaum and Schmidt, “the leader has flexibility in opting for the most appropriate style”. The choice of the style depends on some factors. State and explain those factors [4 marks]

### QUESTION THREE

- (a) Write notes on the following:
  - i. Command groups [2 marks]
  - ii. Task groups [2 marks]
  - iii. Functional groups [2 marks]
- (b) State and explain the three types of informal groups [4 marks]
- (c) State the reasons for the emergence of informal groups [5 marks]



#### QUESTION FOUR

- (a) Discuss the functions of managers [5 marks]
- (b) One cannot speak of ineffective leaders but only of leaders who tend to be effective in one situation and ineffective in other situations. Effective leadership requires both training and a conducive organizational climate. In reference to this discuss the model developed by Fred.E.Fielders [10 marks]

#### QUESTION FIVE

- (a) Discuss the bases of power [10 marks]
- (b) A manager's role in preventing sexual harassment is critical. In reference to this, discuss how managers can prevent themselves and their employees from sexual harassment [5 marks]

#### QUESTION SIX

- (a) State some of the roles of members within groups [5 marks]
- (b) Discuss any impression management techniques you are acquainted with [5 marks]
- (c) Explain the scenario that leads to the increase in dependency on a resource [3 marks]
- (d) Differentiate the following terms
- Referent power and coercive power [2 marks]

