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# UGANDA BUSINESS AND TECHNICAL EXAMINATIONS BOARD

## Business and Humanities Certificate Examinations

### MAY-JUNE SERIES

### PROGRAMME

### CERTIFICATE IN BUSINESS AND MANAGEMENT STUDIES

### PAPER NAME

### BASIC MANAGEMENT SKILLS

### PAPER CODE

CBMS221

YEAR II, SEMESTER II

2 ½ HOURS

TUESDAY, 8<sup>TH</sup> DECEMBER, 2020

### INSTRUCTIONS TO CANDIDATES

1. This paper consists of **two** sections **A** and **B**.
2. Section **A** is compulsory and carries 20 marks.
3. Section **B** consists of **six** questions. Answer only **four** questions from this section.
4. All questions carry equal marks.
5. All answers to each question should begin on a fresh page.
6. **Do not** write on the question paper.
7. All answers and rough work should be done in the official answer booklet provided.
8. Read other instructions on the answer booklet

## SECTION A - (20 MARKS)

Answer all questions in this section

### Question One

- (a) Distinguish between **management** and **leadership** in an organization. (02 marks)
- (b) Define the term **controlling** as a function of management. (02 marks)
- (c) State **two** functions of communication in an organization. (02 marks)
- (d) Outline **two** challenges of effective coordination in an organization. (02 marks)
- (e) State **two** basic needs identified in Abraham Maslow's hierarchy of needs. (02 marks)
- (f) Define the term **delegation** as a function of management. (02 marks)
- (g) Distinguish between a **team** and a **group** in an organization. (02 marks)
- (h) State **two** types of leaders in management. (02 marks)
- (i) Outline **two** functions of a supervisor in an organization. (02 marks)
- (j) State **two** reasons why managers fail to achieve their objectives. (02 marks)

## SECTION B - (80 MARKS)

Answer only four questions from this section

### Question Two

- (a) Differentiate between **management** and **administration**. (02 marks)
- (b) Discuss **four** functions of management (08 marks)
- (c) Discuss **five** challenges encountered while executing the function in 2(b). (10 marks)

### Question Three

JJ Enterprises has just appointed a new operations manager. However, the new manager does not understand the function of controlling and has invited you for technical guidance;

- (a) Describe **five** steps involved in the above function. (10 marks)
- (b) Discuss **five** challenges which the manager will experience in implementing the function. (10 marks)

#### Question Four

During the 2019 Human Resource Manager's meeting in Uganda, it was acknowledged that the communication function is not well understood and hence mismanaged. As a fresh graduate in management;

- (a) Explain **five** ways in which the above function may be mismanaged in organizations. (10 marks)
- (b) Suggest **five** ways through which the function in 4(a) can be improved. (10 marks)

#### Question Five

*Steve* Company limited has been diagnosed as a collapsing business. The major challenge according to the assessor, is poor motivation of employees. Assuming you have been hired as a human resource officer;

- (a) Recommend **five** ways to reduce the challenge in the scenario. (10 marks)
- (b) Assess **five** needs which should be prioritized according to Abraham Maslow's theory (10 marks)

#### Question Six

Most managers do not understand the concept of teams even when they exist in organizations. You have been invited at the managers' conference to give technical guidance.

- (a) Describe **five** types of the concept in the statement, which you will use to guide. (10 marks)
- (b) Discuss **five** benefits which the managers will enjoy from adopting the concept in their organizations. (10 marks)

#### Question seven

The style of leadership is one of the most important performance aspects of any organization, though not well understood. Using your management knowledge;

- (a) Discuss **five** styles that can be used in organizations. (10 marks)
- (b) Examine **five** challenges managers face while implementing any leadership style. (10 marks)

**END**