

**UNIVERSITY COLLEGE TATI (UCTATI)****FINAL EXAMINATION QUESTION BOOKLET**

COURSE CODE	:BBM 1013
COURSE	:PRINCIPLES OF BUSINESS MANAGEMENT
SEMESTER/SESSION	:1 – 2022/2023
DURATION	:3 HOURS

**Instructions:**

1. This booklet contains 5 questions. Answer **ALL** questions.
2. All answers should be written in answer booklet.
3. Write legibly and draw sketches wherever required.
4. If in doubt, raise your hands and ask the invigilator.

**DO NOT OPEN THIS BOOKLET UNTIL YOU ARE TOLD TO DO SO****THIS BOOKLET CONTAINS 4 PRINTED PAGES INCLUDING COVER PAGE**

**QUESTION 1**

- a) Discuss **FIVE (5)** critical tasks of strategic management. (10 marks)
- b) List **THREE (3)** three levels of strategy (3 marks)

**QUESTION 2**

- a) List **THREE (3)** benefits of a strong culture. (3 marks)
- b) Prepare **FIVE (5)** factors influencing the strength of culture. (10 marks)

**QUESTION 3**

- a) Prepare **FIVE (5)** attributes of skilled influencers. (10 marks)
- b) Demonstrate **FIVE (5)** sources of power. (10 marks)
- c) List **FIVE (5)** influence tactics. (5 marks)

**QUESTION 4**

- a) Present **FOUR (4)** major function of communication (8 marks)
- b) Illustrate **FIVE (5)** key features of organizations that affect communication. (10 marks)
- c) Describe **THREE (3)** ways to overcome the barriers to effective interpersonal communications. (6 marks)

## QUESTION 5

This was a taxonomy project that we consider a failure. It was for a large organization that specialises in designing and building new technology and equipment. They are highly innovation focused, they employ scientists and engineers in a wide range of very specialised fields and the work the entire knowledge value chain from basic research to the prototyping of equipment.

They had already purchased a large document management system and a very sophisticated enterprise search engine. Then they had discovered belatedly that these systems would not organise their contents for them and that they needed to do some taxonomy work. We were called in to help, with a very tight development timeline because the roll-out of the new system was already scheduled for some two months down the line.

Additionally, much of the work of this organisation is secret. We would not get clearance to work with their primary material to help derive the taxonomy. They wanted us to train and guide their KM champions in the evidence gathering and taxonomy construction techniques.

We'd design the framework, make our recommendations, do the training and leave them to it. The taxonomy was, of course, doomed. The belated realisation that significant taxonomy work needed to be done while in the middle of the system implementation, the scope, scale and complexity of the exercise, and a poor understanding of the purpose, all conspired to bring it down. Meanwhile, the system implementation was delayed because of integration difficulties, the project sponsor was changed and there was a long period of simply coping in a vacuum. After we had left them, the decision was taken to roll out the system without a taxonomy; when this created difficulty in persuading staff to migrate work to the

new system, the project team decided that they needed to address their taxonomy again.

Our failure here was not communicating clearly to our client, but partly this failure was a function of the organisation trying to move too quickly from what is essentially a mixed Level I and II technology environment to a primarily Level III environment.

We took two key lessons from this failure:

- (1) don't take on impossible projects, because even valiant efforts do not absolve you of blame for failure;
- (2) don't encourage organisations to move too quickly, even when they are determined that they should. Radical changes in their environments simply will not take hold. From the case given, answer all the questions.

- a) In making changes in an organization, managers plays crucial roles. (10 marks)  
Analyse **FIVE (5)** ways well trained managers lead the change process.
- b) Determine **FIVE (5)** charecteristics of "change-capable" organization. (10 marks)
- c) List **FIVE (5)** organisational development techniques for the organization if they are preparing for change management. (5 marks)

-----End of question-----