



Investing in Africa's Future

COLLEGE OF BUSINESS AND MANAGEMENT SCIENCES

NMMS206/ MGT 1201: MANAGEMENT THEORY AND PRACTICE 1

END OF SEMESTER EXAMINATIONS

APRIL 2026

LECTURER: MR T. NEMAUNGA

TIME: 3 HOURS

INSTRUCTIONS

1. This paper contains **five** questions.
2. Answer **three** questions.
3. Answer question **1** in section A and any other **two** questions from section B.
4. Start each question on a new page.

SECTION A (COMPULSORY)

1) Answer the following:

- a) Henri Fayol proposed the 14 Management principles for the successful running of an organization. In detail, identify and explain the principles as highlighted by Henri Fayol, stating how implementing them improves the performance of the organization. [30]
- b) A manager is an individual who leads and directs others within an organization, and is responsible for achieving goals through others by planning, organizing, leading, and controlling resources and activities. In a typical organization, we find three levels of managers. With the aid of a diagram, explain the three levels of managers we find in an organization. [10]

SECTION B (ANSWER ANY TWO QUESTIONS)

- 2) A turnaround strategy is a structured, systematic plan designed to reverse a company's decline, addressing severe performance issues like mounting losses, cash flow shortages, or poor management to restore financial health and long-term viability. Explain in detail the characteristics of a turnaround situation within an organization. [30]
- 3) Modern day business challenges are defined by rapid, often disruptive changes, requiring high adaptability. Give a detailed description of the challenges facing managers of the 21st century, and explain how they can overcome these challenges. [30]
- 4) Answer the following:
 - a) During difficult times, many poor-performing companies normally assume the retrenchment strategy as a way to survive. In detail, explain how retrenchment as a strategy can be implemented. [25]
 - b) Draw a detailed diagram of the product life cycle. [5]
- 5) Human Resource Management is the strategic function of managing an organization's workforce or its people to efficiently and effectively achieve business goals. With the aid of a diagram, explain in detail the human resources management process. [30]

END OF EXAMINATION