CHRISTIAN SERVICE UNIVERSITY COLLEGE KUMASI

DEPARTMENT OF MANAGEMENT AND GENERAL STUDIES

BACHELOR OF BUSINESS ADMINISTRATION
End of First Semester Examination, 2018/2019 Academic Year
Level 100(January Admission)

CSBG 129: Introduction to Business Administration

May, 2019	70 Marks	Time Allowed: 2 Hours

GENERAL INSTRUCTIONS:

- Answer questions from **ALL** sections on this question paper.

- The examination is in three (3) parts: Section A- is a case study and is worth 30 marks. Section B is made up of provision of short answers to questions in 'Introduction to Business Administration'. Finally, Section C requires that you explain briefly some Business Administration concepts with illustrations.

Examiner: Fred Santuoh

SECTION A [30 marks]

START-UPs THAT LAST.

Many entrepreneurs will resist activities as developing new products or services, entering new markets, or engaging in other forms of innovation. They often develop strategies opportunistically, lacking a frame of reference because they are starting from scratch. Founders typically do a bit of everything-basically, whatever it takes to get the business off the ground. Through informal channels they hire fellow generalist, who cobble together their roles and responsibilities partly by pursuing their own passions and partly by looking around and seeing what needs to be done. This approach can work fine in the beginning, when the company the company is small. But as the organization expands, they face new levels of complexity that require them to define and assign tasks more formally.

To accomplish this, they typically seek specialization in selected functions, such as sales, human resources, marketing, R & D, and manufacturing. Of course, all this can create tension between the "old guard" generalists and the domain experts. To keep people working together constructively and in harmony, it's important to anticipate challenges and how to manage these growing pains. When launching their start-ups, many founders eschew hierarchy because of their egalitarian ideals. But as the firms expands and scale up, a growing number of people report to a handful of leaders and take orders only from these designated few leaders. Founders may think this allows them to remain in command, because all decisions pass through them. Having excess layers in the decision-making chain can slow things down by restricting the flow of information (top-down or bottom-up). Ironically, their organizations spin out of control as centralized authority becomes a bottleneck that hinders information flow, decision making, and execution. A couple of people at the top can't effectively supervise everyone's increasingly specialized day-to-day work. The more decisions people are empowered to make on the ground, the more they learn and the more accountable they become.

Culture is typically a big part of what draws people to join start-ups-and what keeps them going. As employees battle the odds to turn a fledging business into a viable company, working late nights and weekends to make it happen, they are motivated by camaraderie and a sense of belonging to something important. That can work while a venture is small and all the employees can personally relate to those stories-but as more people come on board, leaders may struggle to maintain a strong organizational culture. Entrepreneurs can prevent this by clearly articulating their cultural values in their mission and vision statements and in job descriptions. That makes it easier to recognize cultural to recognize cultural drift before it goes too far. It also helps the organization keep everything in place and its values alive by hiring for cultural fit and rewarding desired behaviours through recognition and compensation. Management of companies then articulate the firm's values more formally, posting them online and in the building, on office walls – "integrity, customer focus, team work, fun, community giving, and <doing extraordinary things>. These values may be part of the criteria for hiring and performance evaluation.

As firms grow they need a framework of plans and goals to guide them. Even in a fast-paced, high-growth environment, it's important to set aside time to plan and to identify and share best practices. Setting clear goals and guidelines, systematically gathering and sharing information to shed light on performance and enable better forecasting, and creating processes instead of relying

on key individuals to craft one-off solutions – all these promote efficient, smart decisions, especially when the world around you is in flux.

. **(Source: culled from Harvard Business Review: Marketing in the Age of Social Media – March, 2018)**

Required: Read the Case Study above carefully and associate the context quoted below to the corresponding principle of Henry Fayol.

1. From the case above, 'To accomplish this, they................marketing, R & D and manufacturing'

   a) Which of the 14 Principles of Fayol identifies with the context quoted above?

   .... [2marks].

   b) Justify your answer

   ....

   ....[2 marks]

2. 'Ironically, their organizations spin out of control as centralized authority becomes a bottleneck that hinders information flow, decision making, and execution.'

   a) Which of the 14 Principles of Fayol identifies with the context?

   ....[2 marks].

   b) Justify your answer

   ....

   ....[2 marks]

3. a) 'The more decisions people are empowered to make on the ground, the more they learn and the   more   accountable   they   become.'

   ....[2   marks].

   b) Justify your answer

   ....

   ....[2   marks]

4. a) 'Entrepreneurs can prevent this by clearly articulating their cultural values in their mission and vision statements and in job descriptions'

   ....[2 marks]

   b) Justify your answer

   ....

   ....[2 marks]

5.a) 'It also helps the organization put everything in its place and keep its values alive'

....[2   marks]

Justify your answer

b)...

....[2 marks]

6. a)'To keep people working together constructively and in harmony, it's important to anticipate challenges and how to manage these growing pains.'

....[2   marks]

b) Justify your answer

....

....[2 marks]

7. a) 'But as the firms expands and scales up, a growing number of people report to a handful of leaders and take orders only from these designated few people'

....[2   marks]

b) Justify your answer

....[2 marks]

8. 'Setting clear goals and guidelines, systematically gathering and sharing information to shed light on performance and enable better forecasting, and creating processes instead of relying on key individuals to craft one-off solutions' Which of the management functions of **Fayol** does the citation given, correspond to?

....[2 marks]

SECTION B [20 marks]

INSTRUCTION:
Supply the missing word or phrase that makes each of the following statements a complete business administration concept.

1. The Product Life Cycle is measured in relation to two items. They
   are...........................and................................ paths taken.   [2 marks]

2. Securities, receivables, inventories, cash and cash equivalents are known

    as.. [1 mark]

3. The products banks and hotels offer are also known

    as.. [1mark]

4. .... is a form of direct communication in which the seller attempts

    to assist or persuade prospective buyers to purchase the company's product or service or to

    act on an idea without personal contact with the buyer or prospective buyer.

    [1 mark]

5. ....is the only element in the marketing mix that produces revenues, all others

    represent costs.   [1mark]

6. .What the company owns is known as...

    [1 mark]

7. Belongings of a company that will turn into cash soon is termed as.......................................

    [2 marks]

8. Payments that are from customers as a result of selling inventory or services on terms that

    allow for delivery prior to the payment of cash are termed...

    [1 mark]

9. The owner's investment or 'equity' in the company which may be either 'purchased' or

    'earned' is known as...

    [1 mark]

10. .... play an important role in matching supply and

    demand.   [1 mark]

11. ....is the process of transforming the sender's message back into

    thought.   [1 mark]

12. Assets of a company that cannot be seen nor touched (intangibles) yet earn the company

    revenue is termed...

    [1 mark]

13. .... is refers to the design and the application of formal systems

    in an organization to ensure the effective and efficient use of human talent to accomplish

    organizational goals.   [1mark]

14. ....and.........................factors influence a company's pricing objectives.

    [2 marks]

15. Through.. includes conducting job analyses, planning, personnel needs, recruiting the right people for the job, orienting and training.   [2 marks]

16. ....goods are moved from producers to consumers. [2 marks]

SECTION C   [20 marks]

INSTRUCTION: Write **brief** short notes on **one** (1) of the 3 options given below. For all the questions, each well answered will earn 20 marks. Please answer your questions (selected) on this paper on the spaces provided below.

1. A) Name the **stages of the Product Life Cycle**.   [4 marks]
   B) Write on **four** (4) of the stages of the Product Life cycle.   [16 marks]

2. Write briefly on **four** (4) of the **management functions.**   [20 marks]

3. Briefly write on **any two** (2) of the **key human resource management terms;-Job Analysis, Job design, Job description and Job specification.** [20 marks]

   Answer: Q.......................

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