QUESTION 1

a. - **Power** is the ability of a person to do something to influence another person's behaviour irrespective of the nature and amount of resistance put up by the person whose behaviour is being influenced.

- **Authority** is the right of a person to do something which is recognized by the person doing the thing and the one to whom it is being done.

b. Factors which can influence a manager in his decision to delegate include the following:

i. Where the manager does not possess the knowledge and skills required to make a decision or performing a particular task, he would more likely delegate that assignment to a subordinate who can successfully perform the task.

ii. A manager will delegate if he feels confident that the subordinates are capable enough to make effective decisions. In the absence of skilled lower – level managers, top managers will be compelled to centralized decision making.

iii. Management philosophy can also determine whether delegation will be practiced. The way top managers view their employees will influence their decision to delegate or not. If the manager believes in Theory X, he will not be willing to delegate.

iv. The size of the organization can determine the level to which managers will delegate. It is very likely that decision will be dispersed to the lower levels as the organization grows bigger. As the business attains significant growth through acquisition or diversification of product lines, some autonomy shall be granted.

v. The risk associated with the decision to be taken or task to be performed will also influence a manager's decision to delegate. If the decision to be made is such that any errors will lead to huge financial losses, the manager will most likely not delegate that decision

Question 2

a. Motivation is anything that gives a person the incentive, enthusiasm or the interest that causes a specific action or certain behaviour. Motivation can be intrinsic or extrinsic.

   Intrinsic Motivation is internal and occurs when a person is compelled to do something out of pleasure or desire while Extrinsic Motivation is external and may be in the form of reward or punishment.

b. Hygiene factors as identified by Frederick Herzberg include the following:

   i.   The basic salary paid to an employee. Basic to any contract of employment is the payment of a salary to the employer to the worker which should be such that it should not cause the worker to be dissatisfied.

   ii. Another factor is the policies of the organization. If the company's policies are seen to be harsh, it may lead to employee unrest. Policies are general statements which guide management in decision making.

   iii. The manner in which management carry out their supervisory roles is another factor. If workers perceive that their managers have concern for their well –being, they will go about their duties peacefully. But if the reverse is the case, there will be dissatisfaction among the employees.

   iv. One of the hygiene factors in the work environment is the conditions under which employees work. These relate to the amount of heat, lightening, use of protective clothing and protection from injury.

   v.   Interpersonal relations between managers and employees and among employees themselves, is another hygiene factor. Managers who favour the human relations theory of management permit more interaction among their employees.

c. Implications of Herzberg's theory of motivation

   i.   If the hygiene factors do not prevail in the work place, dissatisfaction is high among employees.

   ii. The presence of these hygiene factors only prevent dissatisfaction but do not motivate employees. Motivation results when motivators prevail in the work environment.

Question 3

a. The marketing concept is the philosophy which states that the major task of an organization is to determine the needs, wants and values of a target market at any given time and to create goods and services that shall satisfy these needs at a profit.

b. Implications

    i.   The customer needs must be of great importance to the organization. Whatever an organization does,, it must pay attention to the customer needs.

    ii. The concept must permeate all aspects of the organization's business. This means, the concept must be shared by all members of the organization, especially senior management. The concept must have management support in order to be successfully implemented.

c. **Marking Management** is the analysis, planning, implementation, evaluation and control of activities designed to create, build and maintain exchanges and relationships that will benefit target markets and organizations.

    Marketing Research refers the objective gathering, recording and analysis of all information about problems relating to the sales of goods and services to customers.

d. Any three (3) of the following factors may compel a marketer to step up his marketing efforts:

    i.   Increased competition

    ii. Rapid decline in sales volume

    iii. A change in the consumers' buying pattern

    iv. Increased sales and distribution cost.

Question 4

a. **Recruitment** describe the process used to gather as many job seekers as possible who are available and willing to work for the employer, if they are offered the opportunity.

The process of recruitment involves:

i. Detail personnel planning: - this involves a strategy for the acquisition, utilization, improvement and retention of an organization's human resources.

ii. Job Analysis: - the procedure for determining the duties and skill requirements of a job and the knowledge of the person who should be hired. The analysis produces information on job requirements and this information is used for job description and specification.

iii. An identification of the sources of labour: - this should include vacancies that are created by demand for new labour or requisition for replacing staff of a department.

iv. Evaluation of the sources of labour: - this should outline personnel supplies and availability, at all levels – both internal and external sources.

v. Preparation and publication of information will attract the attention of potential suitable candidates, give favourable impression of the job and the organization and equip those interested to make applications.

b. **Training** is a forma and systematic modification of employee behaviour through learning which occurs as a result of education, instruction and planned experience.

Development is concerned with improving managers' performance in their present roles and preparing them for greater responsibilities in the future.

The key difference between training and development is that training focuses on helping employees to do current jobs better and benefits may extend through out an employee's career development.

Development programmes deal with supervisory jobs, that lasts over relatively longer learning periods and are generally designed for employees in management positions. It looks at the future rather than now.

Question 5

a. Quality Control is the process of ensuring that products or services meet their planned levels of quality and conform to specifications. This means the establishment of standards of quality and procedures to ensure that requirements are met and where necessary taking control actions.

b. Functions of Informal Groups

   i.   Informal groups perpetuate the group culture. Culture in this context, is the values, norms and beliefs which constitutes a guide to group acceptance and group behaviour.

   ii. Informal groups strive to maintain a system of communication among members. Groups want all the information which will affect their welfare. If they are not informed of company policies and the reasons behind management actions, they seek to tap into formal communication channels and spread information among group members.

   iii. Informal groups provide interest and fun in work life. Many jobs are monotonous and do not hold the attention of workers. The job may also offer future prospects and workers try to reduce boredom through interpersonal relations, chatting, jokes, gossips, etc.

   iv. New and inexperienced employees are assisted by Informal groups to adapt to the work environment. This serves as a complement to the formal orientation session.

   v.   Informal groups implements social control. They rigidly ensure that group members conform to group culture by using techniques as ridicules, sanctions ostracism and violence.

Question 6

A. Meaning of Inventory Stock Control

Inventory Stock Control is the process of monitoring stocks of raw materials, work-in-progress and finished goods for sale or use in production. It involves deciding on type of inventory to keep, the quality and quantity to keep and when to place orders for more inventory.

B. Reasons for Inventory Control

- It helps organizations to deal with the problems of fluctuations in demand and production. This means raw materials are obtained at the right time and released at the right time for production.

- Inventory control helps to prevent the locking up of capital. Raw materials are purchases with money and this means excess purchases will result in more money being locked up.

- It provides information on the status of inventory in the organization. Inventory control provides information on the quality, quantity and nature of all stocks within the organization. It further enables managers to determine which types of products are moving slowly or fast.

- All products have expiry dates. Inventory control helps to monitor the expiration dates of products in the warehouse. This helps management to put in place measures to eliminate wastage and prevent losses.

- Inventory control system stores and analysis customers' information. Managers get the needed information to assist them reconcile the supply of their products to the demands of their customers. This makes the transfer of products from the warehouse to the point of sales easier.

C. Social Marketing

Social Marketing is the application of marketing principles to achieve specific behavioural goals for social good. It also calls for the use of marking principles to sell ideas, attitudes, and behaviours. It seeks to influence social behaviours not to benefit the marketer but to benefit the general society.

D. Reasons for Marketing activities

i. It helps to create and induce the demand for a product. For example, a marketing tool like radio advertisement enables the organization informs wide potential customers.

ii. Organizations have to engage in marketing activities so that they can get to know and understand the needs of their customers through marketing research. The organization can segment the entire market and base on its resources, decide on which segment to deal with.

iii. It helps to allocate resources efficiently. Marketing enables the organization to know and anticipate the needs of its customers. It decides what the organization has to produce and when to produce them.

iv. Marketing research gives the foundation for the production activities of the organization. For example, marketing research provides information on the competitors. In a very competitive environment, managers have to know their competitors and their strategies and put in place counter measures.

v. Marketing activities provides management with a picture of what is happening on the market. It also provides them with what strategies that have worked for other organizations. Management is therefore provided with alternative courses of actions. For example, it provides management with alternative means of introducing a new product on the market.

Question 7

i.   **Planning** is the process of deciding what should be done. It involves deciding what to do in the future, how to do it, when to do it and who is to do it. Planning also means deciding on organizational objectives identifying alternative ways of achieving objectives and selecting the best among them

ii. **Policies** are the general statements or understandings which provide guidelines for management decision – making. An example is a company giving a three year guarantee on all products sold or a 5% discount for all cash purchases.

iii. A **Programme** is a co-ordinated group of plans for the achievement of a particular objective. It is usually a complex group of plans which stand by itself and has a clear, separate identity within the organization and its planning structure.

iv. **Procedures** are a sequence of required actions for performing a certain task. They exist at all levels of management but procedures are more numerous, extensive and burdensome at the lower level of an organization's hierarchy.

v.   **Rules** are specific, definite courses of action that must be taken in a given situation. Unlike procedures, rules don not set out the sequence of or order of events. An example of a rule may be that; employees of a department are given 10 minutes at the end of their shift for cleaning the floor and locking up.

Unlike procedures which are general guide lines allowing for the exercise of some discretion, Rules allow no deviations or exceptions.