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KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
SECOND YEAR, FIRST SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)

Date: 11th April, 2024
Time: 2.30pm –4.30pm

KBA 209 - PRINCIPLES OF MANAGEMENT

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

CASE STUDY:

DROPPING PROFITABILITY AT ELECTROTECH COMPANY

ElectroTech Company was started in the year 2015 by Mr. Tom as a medium-sized manufacturing firm that produces electronic devices. The company was known for producing innovative and high-quality electronic devices and had been experiencing consistent growth for over five years (between 2015 to 2020). However, after their latest product launch in 2020, ElectroTech encountered several challenges that have led to decreased profitability over the last two years and the management team is concerned about this problem. Mr. Tom (the C.E.O) decided to hire a researcher to find the route course of the problem and the following findings were reported: That there was lack of a clear planning making employees to interpret priorities differently due to lack of clear direction; that the company suffered from ineffective organizational structure leading to duplicated efforts which resulted to unnecessary costs, increased resource utilization, and a decrease in overall efficiency; that there was weak leadership at departmental level where departmental heads have failed to effectively guide, inspire, and support their teams leading to low productivity; that there was poor quality control leading to poor-quality products being released into the market, leading to widespread customer dissatisfaction and a sharp decline in market share, which resulted to a drop in profitability and that there were poor communication channels leading to delays in decision-making processes causing missed opportunities and decreased profitability.

Questions:

- Acting as a consultant to ElectroTech company advice the Mr. Tom by giving him five ways in which planning could solve his company`s problem. (5 marks)
- Explain five ways in which effective organizational structure could improve profitability of ElectroTech company in the future. (5 marks)
- Write five points to the management of ElectroTech company elaborating how profitability of the company could be improved by replacing a weak leadership at the departmental level with a strong leadership. (5 marks)

- d) Recommend to ElectroTech company the implementation of a good quality control system to improve profitability by outlining five benefits of such a system. (5 marks)
- e) Discuss five ways in which effective communication channels at ElectroTech company could improve the company's performance. (5 marks)
- f) Suggest five Corporate Social Responsibility (CSR) practices which could boost the corporate image of ElectroTech company to improve its performance. (5 marks)

QUESTION TWO (20 MARKS)

- a) Identify four barriers which can impede the establishment of effective control in management. (4 marks)
- b) Explain five responsibilities of top management in a company. (5 marks)
- c) Henry Fayol is a father of management who developed the concept of the five functions of management. Outline these five functions of management. (5 marks)
- d) Identify three reasons as to why planning is of paramount importance in organizational contexts. (3 marks)
- e) Describe three benefits of organizing in organizations. (3 marks)

QUESTION THREE (20 MARKS)

- a) Discuss three emerging issues and trends that are currently shaping the field of management. (6 marks)
- b) Outline two strategies which managers in a company can use to overcoming resistance to change. (4 marks)
- c) Explain three points to emphasize the importance of controlling in management. (6 marks)
- d) Determine four ways in which an organization can be engaged in corporate social responsibility. (4 marks)

QUESTION FOUR (20 MARKS)

- a) Discuss three external forces which cause change in organizations. (6 marks)
- b) Explain all the steps involved in the process of establishing Management by Objectives (MBO) management approach. (6 marks)
- c) Outline two types of Control in management. (4 marks)
- d) Discuss two managerial skills which are important for the success of any organization (4 marks)

QUESTION FIVE(20 MARKS)

- a) Differentiate functional organization structure from divisional organization structure giving one advantage and one disadvantage of each. (6 marks)
- b) Describe two leadership styles giving three characteristics of each style. (6 marks)
- c) Explain four benefits of employees' motivation to organizations. (4 marks)
- d) Distinguish strategic plans from tactical plans. (4 marks)