

**KARATINA UNIVERSITY**

**UNIVERSITY EXAMINATION**

**2021/2022 ACADEMIC YEAR**

**SECOND-YEAR**  **SECOND SEMESTER** **EXAMINATION**

**FOR THE DEGREE OF**

**BACHELOR OF COMPUTER SCIENCE AND INFORMATICS**

**COURSE CODE: INS 223**

**COURSE TITLE: PRINCIPLES OF MANAGEMENT**

**DATE: 7 JUNE 2022** **TIME: 0900-1200 HRS**

**INSTRUCTION TO CANDIDATES:**

* ***See inside.***

**PLEASE TURN OVER**

**INSTRUCTIONS**

**Answer Question One (Compulsory) and any other Three Questions**

**Question One**

***Read the case below and answer the questions that follow:***

**Read the following case and answer the question that follow:**

The Company Ross was found in the name of its president Michael Ross, about 12 years ago. Mr. Ross had developed highly sensitive equipment which instantly found use in defense and civilian production field.

As a consequence, the company grew very rapidly, had 15 employees at the beginning. After 10 years of its successful operation the strength of the company increased to 1000 employees. As of today, the company consists of Mr. Ross earliest associate, many of whom are around 50 years of age. They are highly self-confident individuals who have worked together closely over the years.

However, trouble, started when the Company had to face stiff competition from other companies. This led to considerable decline in profit margin and rise in the cost of manufacturing. There was also confusion and divided responsibility in management.

Most recently hired executives complained that their ideas were given little consideration by top management and there was little or no chance of promotion. As a consequence, some of the recently hired employees are leaving the company to join elsewhere.

**Required:**

1. Asses the various managerial functions performed by the organization. Use examples from the above case study. **[10 marks]**
2. Examine the essential characteristics of a good manager that seem absent in the company. **[5 marks**]
3. Identify four major managerial problems in the case above and suggest appropriate solutions. **[6 marks]**
4. Advise the management on appropriate steps that should be taken to avoid staff turnover.

**[4 marks]**

**Question Two**

1. Describe the limitations of the scientific theory of management. **[5 marks]**
2. Briefly examine factors that need to be taken into consideration when a company is strategizing on whether to adopt a centralized or decentralized structure. **[6 marks]**
3. Examine any four types of control systems adopted by private and public organizations in Kenya. **[4 marks]**

**Question Three**

1. Describe Henry mintzberg roles relating to decision making. **[4marks]**
2. By use of relevant examples examine the main social responsibilities activities played by organizations in Kenya. **[5 marks**]
3. Examine three major external environments that affect a Company. **[6 marks]**

**Question Four**

1. Discuss the major problems resulting from the move towards flatter structures of organization. **[8 marks]**
2. Explain the essential steps in rationale decision making process. **[7 marks]**

**Question Five**

a) Distinguish the following concepts as used in management

1. Effectiveness and efficiency **2 marks**
2. Open system and closed system **2 marks**
3. Goal and objective **2 marks**
4. Advise your friend who is running an Information Technology business on why they need to put plans in place for their business.

**[9 marks]**

**Question Six**

1. As a departmental manager explain how you would attempt to realize the full advantages of delegation without loss of control over subordinate staff. **[9 marks]**

Not all managers operate at the same level. The structure of the organization spells out the various levels. Identify the various levels of management in an organization and their involvement in the management process. [**6 marks]**