

QUESTION ONE (30 MARKS)

(a) Explain FIVE reasons for delegation in the management of an organization (10 marks)

The five reasons for delegation in the management of an organization are:

1. Lack of time or energy: Human beings have limited time and energy.

Delegation helps managers to divide the workload and share the duties and responsibilities/tasks.

2. Complex and intricate techniques: This means that specialists are needed.

The manager will, therefore, delegate the work of deliberation and formulation of plans to specialists.

3. Geographical dispersion/diversification: This means that there will be a network of branches and multiple plants spread over a wide area. Big businesses are compelled to divisionalize their organization. Delegation and centralization offer the best solution to effectively manage diversified and dispersed businesses.

4. Method of motivation: Delegation builds a tendency towards greater interest and emphasizes on the part of the subordinate. Since they have greater participation in decision making, they respond positively to the challenge and responsibility that comes with delegation.

5. Management development: Delegation is used as a form of training for future managers. This helps in avoiding organizational gaps and achieving continuity in management, which leads to organizational stability.

b) Henry Favol, also known as "the father of modern management" described a number of principles of management. Explain any FIVE principles of management by him. (10 marks)

Henry Fayol described a number of management principles in his book 'General and Industrial Management'. Here are five of them:

1. Division of work: Division of work leads to division of labor and division of labor leads to specialization. There would be better results if managers were left to prepare and plan for work while workers execute plans and instructions.

2. Authority and responsibility: Authority is the right to give order or commands. Responsibility is the obligation to accomplish objectives or expected results of performance. Authority should be equal or co-terminus (commensurate) with the responsibilities assigned i.e. should not be too low nor too high.

3. Principle of discipline: Rules, regulations and procedures should be honored by each member of the organization. There should be a common code of conduct.

4. Unity of command: Orders and instructions must come from one superior and the workers should be accountable to one superior.

5. Unity of direction: All individual and group efforts should be directed to one super goal.

(b) Ms Beth Quko has approached you concerning organizing as a function of management. Advise her on the principles of organizational structuring for her business.

(10 marks)

Based on the information provided in the given subsections, here are some principles of organizational structuring for businesses:

1. Balance structures: A good organizational structure should have a balance between horizontal units and levels and proper proportion between decentralization of authority.

2. Control: A good structure should provide for actual measurement of actual performance and its comparison with the set standards so that corrective action can be taken.

3. Division of work/work specialization: Division of work unifies the division of labor. The division of labor normally leads to specialization. Greater specialization leads to greater productivity.

4. Departmentation: This refers to the grouping of similar activities together. This grouping should be done in order to enhance coordination and control of organization activities.

5. Pattern of authority: Authority refers to some of the rights and powers to be exercised by members of the organization. Authority can be centralized or decentralized and can be delegated from superior to subordinate.

6. Span of control: This refers to the number of subordinates reporting to a single superior/supervisor. An organization may have a narrow span of control where few people report to a supervisor or a wide span of control where many people report to a supervisor.

7. Clear lines of authority: A good organizational structure should have clear lines of authority to avoid conflicts and inefficiency.

8. Adequate delegation of authority: Adequate delegation of authority should be facilitated to enhance decision making, decision implementation, and motivation.

9. Minimum managerial levels: A good organizational structure should have minimum managerial levels to shorten the chain of command.

10. Unity of direction: A good organizational structure should facilitate unity of direction to avoid confusion and draw conflicts.

11. Appropriate span of control: A good structure should provide for a good span of control.

12. Simple and flexible: A good organizational structure should be simple to avoid confusion and ambiguity and flexible to care for future considerations.

13. Clear career paths: Employees should have a clear understanding of job requirements and paths that can lead to promotions.

14. Strategic decisions are made at the top: Centralized decision structure facilitates unity of direction as the management provides coordination and control of the organization.

15. Consideration for top management: A good organizational structure should provide due consideration for top management and regulations.

By following these principles, businesses can create an effective organizational structure that facilitates coordination, control, and achievement of goals.

QUESTION TWO (20 MARKS)

(a) Explain FIVE features of a bureaucratic organization as prescribed by Max Weber (10 marks)

Max Weber, a German sociologist, developed an ideology called bureaucracy, which he labelled as the ideal system of management. Here are five features of a bureaucratic organization as prescribed by Max Weber:

1. Hierarchical structure: There is an established hierarchy of authority in a bureaucratic organization. Positions are established and linked by a chain of command. Power and authority increase as one moves up through the levels in the organization.

2. Division of labor: A bureaucratic organization will define what needs to be performed as narrowly as possible. Weber argued that the most rational division of work could reduce a complex task into several operations. This will lead to higher efficiencies.

3. Rules and regulations: There should be explicit rules and regulations governing decision making and interpersonal behavior in a bureaucratic organization.

4. Technical competence: Selection to positions would be based on adequate technical training as opposed to family ties, friendship, etc. Promotion would also be based on merits.

5. Separation from ownership: Weber believed that owners were a major source of inefficiency of an organization because decisions could be based on profits rather than on increasing production efficiency. The level of interference from the owners will be reduced if businesses were separated from their owners.

(b) Explain Abraham Maslow's needs hierarchy theory of motivation.
(10 marks)

Abraham Maslow's needs hierarchy theory of motivation is a psychological theory that explains human motivation based on a hierarchy of needs. According to Maslow, human needs are arranged in a hierarchy, with the most basic needs at the bottom and the most advanced needs at the top. The hierarchy is as follows:

1. Physiological needs: These are the most basic needs that must be met for survival, such as food, water, shelter, and sleep.

2. Safety needs: Once physiological needs are met, people seek safety and security, such as protection from danger, job security, and financial stability.

3. Love and belonging needs: Once safety needs are met, people seek social interaction and relationships, such as love, friendship, and a sense of belonging.

4. Esteem needs: Once love and belonging needs are met, people seek self-esteem and respect from others, such as recognition, status, and achievement.

5. Self-actualization needs: Once all other needs are met, people seek to fulfill their full potential and achieve personal growth, such as creativity, self-expression, and personal fulfillment.

Maslow believed that people are motivated to fulfill these needs in a hierarchical order, with the most basic needs being the most important. Once a need is met, it no longer motivates behavior, and the next need in the hierarchy becomes the focus of motivation. Maslow's theory suggests that people are not only motivated by lower-level needs, such as physiological and safety needs, but also by higher-level needs, such as love and belonging, esteem, and self-actualization needs.

QUESTION THREE (20 MARKS)

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(4) Discuss FIVE factors that determine the span of control in the structure of an organization.

(10 marks)

The span of control refers to the number of subordinates that a manager can effectively supervise. The factors that determine the span of control in the structure of an organization are:

1. Complexity of tasks: The complexity of tasks assigned to subordinates affects the span of control. If the tasks are simple and routine, a manager can supervise a larger

number of subordinates. However, if the tasks are complex and require more attention, the span of control should be smaller.

2. Competence of subordinates: The competence of subordinates also affects the span of control. If the subordinates are highly skilled and experienced, a manager can supervise a larger number of subordinates. However, if the subordinates are inexperienced or require more guidance, the span of control should be smaller.

3. Degree of decentralization: The degree of decentralization in an organization affects the span of control. If decision-making is decentralized, managers can supervise a larger number of subordinates. However, if decision-making is centralized, the span of control should be smaller.

4. Availability of resources: The availability of resources such as time, technology, and communication tools affects the span of control. If resources are limited, the span of control should be smaller to ensure effective supervision. However, if resources are abundant, a manager can supervise a larger number of subordinates.

5. Managerial style: The managerial style of a manager also affects the span of control. If a manager is hands-on and prefers to be involved in every aspect of the work, the span of control should be smaller. However, if a manager is more delegative and trusts subordinates to handle tasks independently, the span of control can be larger.