

### QUESTION ONE

Scientific management arose out of a need to improve manufacturing productivity through more efficient utilisation of physical and human resources. Factories at that time were experiencing problems in formulating proper work procedures, establishing the boundaries of jobs, and coordinating the flow of raw materials. A breakthrough occurred when certain members of the engineering profession became interested in the process of work flow. One engineer in particular, Fredrick Taylor became known as the father of scientific management.

- a) Explain Fredrick Taylor's principles of Scientific Management [16 Marks]
- b) Briefly discuss the how scientific management contributes to our understanding of management today. [4 Marks]
- c) State five (5) weaknesses of Scientific Management [5 Marks]

[Total = 25 Marks]

### QUESTION TWO

Zed Airports were in the first quarter of 2016 in the process of reviewing their security systems in line with the civil aviation requirements of 2016, hence they decided to set up the Airport Security System Unit (ASSU). Consequently, Mwisho was poached from one of the respected security firms to head this newly established unit. After concluding all the preparations, Mwisho and his team arrived at their first day on the job with a week's training and no staff, no formal organization structure, no systems or procedures, no strategic plan, no equipment, and no office. Mwisho's team was dealing with ambiguous, evolving and stressful situations at the airport; they found themselves dealing with an unfamiliar reality. **Explain why such a situation may require Mwisho to exercise more of leadership than managerial skills to execute the job at hand effectively.** [Total = 25 Marks]

### QUESTION THREE

- a. It is often said that "there is no particular type of organisation structure, be it functional, regional, product, service, or even matrix that is the best". Managers are often therefore expected to select a structure that is suitable for a given situation. **Explain the organisational characteristics that would help a manager to decide which type of departmentation is suitable for a given situation.** [10 Marks]
- b. Planning is the primary function of management and it is not an easy task. There are many reasons why people fail in planning. The reasons why people tend to fail in planning emphasize the practical difficulties in planning. At the same time a person who is good in planning faces a number of limiting factors. Awareness of these limits can help remove many of the frustrations in effective planning.
  - i. State and explain three (3) reasons why planning is important. [6 Marks]
  - ii. Outline the main activities involved in a rational planning process. [9 Marks]

[Total = 25 Marks]



#### QUESTION FOUR

Decision-making is the focal point of all organisations and management effectiveness is judged on the basis of the quality of these decisions.

- a) State and explain three (3) characteristics of programmed and non-programmed decisions. [6 Marks]
- b) Outline the steps involved in decision making process. [6 Marks]
- c) A large steel manufacturing company has three options with regard to production: (i) produce commercially (ii) build pilot plant (iii) stop producing steel. The management has estimated that their pilot plant, if built, has 0.8 chance of high yield and 0.2 chance of low yield. If the pilot plant does show a high yield, management assigns a probability of 0.75 that the commercial plant will also have a high yield. If the pilot plant shows low yield, there is only a 0.1 chance that the commercial plant will show a high yield. Finally, management's best assessment of the yield on a commercial-size plant without a pilot plant first has a 0.6 chance of high yield. A pilot plant will cost K300, 000. The profits earned in high and low yield conditions are K120, 000 and K12, 00,000 respectively. Find the optimum decision for the company [use decision tree analysis] [13 Marks]

[Total = 25 Marks]

#### QUESTION FIVE ✓

Your friend, who has been operating a business for a period of time, but has no formal education in management, has noticed that his employees are not as productive as desired. After a series of discussion with him you notice that he has a limited understanding of how to motivate employees. Based on these discussions, you have also concluded that the starting point is to make him understand the theoretical framework of the concept of motivation.

- a. With the aid of a diagram, clearly explain to him the stages of the motivation cycle [10 Marks]
- b. Explain the factors that influence motivation [5 Marks]
- c. To help him understand motivation, clearly explain to him Victor H. Vroom's Expectancy Theory and how it can motivate an employee to improve performance. [10 Marks]

[Total = 25 Marks]

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QUESTION SIX

- a) Explain five (5) activities that a Human resources manager might undertake in the recruitment process. [10 Marks]
- b) Employee separation is the process of ensuring that an employee who leaves the company is exited in a structured and orderly manner. Employee separation is one of the very important functions of the HR department. This process, if not handled in an effective manner, can lead to various legal complications. **Explain FIVE possible modes of separation and the compensation that may be applicable to each.** [15 Marks]

[Total = 25 Marks]

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