



STRATHMORE UNIVERSITY BUSINESS SCHOOL
BACHELOR OF SCIENCE IN FINANCIAL SERVICES/BACHELOR OF
SCIENCE IN SUPPLY CHAIN MANAGEMENT
SCM 1101: PRINCIPLES OF MANAGEMENT/BFS 1105 PRINCIPLES OF BUSINESS
MANAGEMENT
END OF SEMESTER EXAMINATION

DATE: Thursday, 12 October 2023

TIME: 08:00-10:00

Instructions

Answer Question ONE and any Other TWO QUESTIONS

Question One

Total 30 marks

Read the case study on Daniel and answer all the questions asked on it below.

Daniel is the owner of a small marketing company. Daniel has one supervisor, named Mark, and twenty employees. Mark is 23 years old and he is technically brilliant. He has developed software for social media campaigns and Daniel was impressed by his new ideas when he hired him a year ago. This is Mark's first supervisory role. The rest of the employees range in age from 19 years old to 50 years old. Furthermore, the employees come from diverse cultural and ethnic backgrounds. For some of them, English is not their primary language.

Additionally, the business has been losing clients and Daniel has decided to investigate these issues. Daniel has observed that there are grammatical errors in the advertising material that the team have created for some of their most important clients. Daniel decides to have a staff meeting to address these challenges. Mark has an emergency and misses the meeting. Daniel notices that the staff are demoralized and

unhappy. They complain that Mark prefers to sit in his office and work on client projects on his own and does not delegate effectively and that staff meetings rarely take place as Mark prefers to communicate via email. Daniel discusses these issues with Mark and gives him feedback on his leadership style. Daniel instructs Mark to hire a new copywriter for the team to improve the quality of the advertising material. It is the last quarter of the year and the team are working on planning for next year.

Required:

- a) Outline the main communication challenges and barriers in the company. **(4 marks)**
- b) If Mark plans to adopt a democratic/participative leadership style, how will he behave and what are the drawbacks of this leadership style? **(6 marks)**
- c) Explain the recruitment process that Mark should follow before reaching the interview process to hire the new copywriter. **(5 marks)**
- d) Describe the elements of the planning process. **(10 Marks)**
- e) Explain why effective delegation important in an organization? **(5 marks)**

Question Two

Total 20 marks

- a) Explain the contributions of the Hawthorne experiments to the development of management thought **(6 marks)**
- b) Briefly describe Henry Fayol's 14 principles of management **(14 marks)**

Question Three

- a) One of the modern approaches to management is management by objectives. Explain this approach and describe the 3 factors that are essential for it to be successful. **(10 marks)**
- b) Explain how to conduct a SWOT analysis and a TOWS analysis **(10 marks)**

Question Four**Total 20 marks**

- a) Discuss FIVE factors that influence decentralization of authority in an organization **(10 marks)**
- b) Explain what a functional organizational structure is and the disadvantages and advantages of adopting this structure **(10 marks)**

Question Five**Total 20 marks**

Danahay Ltd is a multi-national company that is experiencing poor performance. An independent consultant was hired to diagnose problems in the company. His report stated that the company should improve measurement of performance at all levels and train managers to improve leadership skills.

- a) Define controlling **(4 marks)**
- b) Explain what feed forward controls entails **(6 marks)**
- c) Explain the differences between leadership and management? **(10 marks)**