



STRATHMORE UNIVERSITY BUSINESS SCHOOL
END OF SEMESTER EXAMINATION
SCM 1101: PRINCIPLES OF BUSINESS MANAGEMENT

DATE: Friday, 11th November 2022

TIME: 2 hours

Instructions:

Answer Question ONE and any Other TWO QUESTIONS

Question One

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

Barry is a 27-year-old who is a foodservice manager at Mama Allan dining restaurant. Barry is responsible for supervising and managing all employees in the back of the house. Employees working in the back of the house range in age from 16 years old to 55 years old. In addition, the employees come from diverse cultural and ethnic backgrounds. For many, English is not their primary language.

Barry is ServSafe® certified and tries his best to keep up with food safety issues in the kitchen but he admits it's not easy. Employees receive "on the job training" about food safety basics (for example,

appropriate hygiene and handwashing, time/temperature, and cleaning and sanitizing). But with high

turnover of employees, training is often rushed, and some new employees are put right into the job without training if it is a busy day. Eventually, most employees get food safety training.

The owners of the restaurant are supportive of Barry in his food safety efforts because they know if a food safety outbreak were ever linked to their restaurant; it would likely put them out of

business. Still, the owners note there are additional costs for training and making sure food is handled safely.

One day Barry comes to work and is rather upset even before he steps into the restaurant. Things haven't been going well at home and he was lucky to rummage through some of the dirty laundry and find a relatively clean outfit to wear for work. He admits he needs a haircut and a good hand scrubbing, especially after working on his car last evening. When he walks into the kitchen he notices several trays of uncooked meat sitting out in the kitchen area. It appears these have been sitting at room temperature for quite some time. Barry is frustrated and doesn't know what to do. He feels like he is beating his head against a brick wall when it comes to getting employees to practice food safety.

Barry has taken many efforts to get employees to be safe in how they handle food. He has huge signs posted all over the kitchen with these words: KEEP HOT FOOD HOT AND COLD FOOD COLD and WASH YOUR HANDS ALWAYS AND OFTEN. All employees are given a thermometer when they start so that they can temp food. Hand sinks, soap, and paper towels are available for employees so that they are encouraged to wash their hands frequently

Required:

- a) Explain the communication challenges and barriers Barry faces? **(5 marks)**
- b) Discuss 5 solutions that Barry should consider in addressing each of these challenges and barriers (b) above? **(5 marks)**
- c) State and explain 5 sources of management power that Barry have utilized **(5 marks)**
- d) Explain the limitation of on-the-job training offered by Mama Allan restaurant **(5 Marks)**
- e) Describe the measures that Mama Allan should put in place to reduce the high turnover of the employees. **(5 marks)**
- f) Explain the measures that Barry should take to ensure effective delegation **(5 marks)**

(Total 30 marks)

Question Two

a) You have been appointed as a returning officer in the general elections. Due to unsatisfactory performance of other officers before you, the stakeholders have high expectations from you and your team and expect you to institute control measures to deliver credible elections. Explain three appropriate organizational controls outlining specific activities to improve the outcome.

(12 marks)

b) Giving relevant examples, explain 4 strategies that managers use to solve organizational conflicts

(8 marks)

(Total 20 marks)

Question Three

a) One of the modern approaches to management is management by objectives.

Explain how the effectiveness of this approach may be improved to gain maximum advantage

(5 marks)

b) Management is meant to ensure that organizational goals are met. Managers are vested with the task of ensuring this is accomplished. To achieve this manager are required to perform several roles. Using relevant examples discuss ten of these roles

(10 marks)

c) Distinguish between goals and objectives describing how they can be used in the development of corporate strategic plans.

(3 marks)

d) Explain 2 limitations of the Scientific management approach

(2 marks)

(Total 20 marks)

Question Four

a) Describe the steps followed in employee selection process.

(8 marks)

b) Sound staff selection procedure is a vital element of human resources planning.

Discuss.

(7 marks)

c) Identify and explain five environmental factors that influence the activities of an organisation.

(5 marks)

(Total 20 marks)

Question Five

a) KK Ltd is a multi-national company that has recently launched its operations in your country. The company wants to immediately conduct research to devise the most suitable organizational structure for its operations.

(i) Discuss **Three** options available to the company indicating **one** advantages and **one** disadvantages of each option. **(12 marks)**

ii) Highlight the 3 basic styles of leadership that the managers of KK Ltd may subscribe to when leading their teams. **(3 marks)**

b) The systems approach considers organization behavior as the consequence of the interaction of social and technical factors both within the organization itself, and between the organization and its environment. The theory emerged from dissatisfaction with the rigidity imposed by the classical and human relations approaches and it was reinforced by several empirical studies.

Required:

Demonstrate your understanding of an organization as a closed system by giving the characteristics of such organization. **(5 marks)**

(Total 20 marks)