



SCHOOL OF COMPUTING AND ENGINEERING SCIENCES
BACHELOR OF SCIENCE IN COMPUTER NETWORKS AND CYBER SECURITY &
BACHELOR OF SCIENCE IN INFORMATICS AND COMPUTER SCIENCE

END OF SEMESTER EXAM

CNS/ICS 1206: PRINCIPLES OF MANAGEMENT

EXAMINER: F. NJARAMBA

DATE: Tuesday, 17th December 2024

TIME: 08:00 – 10:00

INSTRUCTIONS:

ANSWER QUESTION ONE (COMPULSORY: 30 MARKS) AND ANY OTHER TWO QUESTIONS (20 MARKS EACH)

QUESTION ONE

(30 MARKS)

1. What is the term for organizational development through a formally designed organizational structure?

- a) Organic
- b) Mechanistic
- c) Formal
- d) Structured

2. Name the type of organization that is deliberately designed by top management to achieve a common organizational objective.

- a) Corporate organization
- b) Divisional organization
- c) Formal organization
- d) Real organization

3. In which organizational form are there dual or multiple lines of authority?

- a) Matrix

- b) Modular
- c) Multidivisional
- d) Decentralized

4. Policies are sometimes defined as a(n)

- a) Shortcut for thinking
- b) Action plan
- c) Substitute for strategy
- d) Substitute for management authority

5. Which type of organization gives prime importance to people and their relationships?

- a) Formal Organization
- b) Informal Organization
- c) Business Organization
- d) Strategic Organization

6. Administrative people need _____ skills than technical skills.

- a) managing & administering
- b) planning
- c) coordinating
- d) decision making

7. A _____ organizational structure is the simplest form and has clear lines of authority and ease of decision making.

- a) horizontal
- b) line
- c) vertical
- d) staff

8. Placing the right person in the right job is called as _____

- a) recruiting
- b) staffing
- c) hiring
- d) transfer

9. A manufacturing company has divided its departments into pattern making, fabric cutting, and fabric coloring. What type of departmentalization is this?

- a) Geography Departmentalization
- b) Process Departmentalization
- c) Matrix/Project Departmentalization
- d) Function Departmentalization

10. Infusing team spirit among workers at various levels, so that they work unitedly for common goal is called as _____.

- a) planning
- b) organization
- c) co-ordination
- d) control

11. When a candidate for a position is asked general, open-ended job related questions, they are experiencing what type of interview?

- a) Unstructured Interview
- b) Structured Interview
- c) Relaxed Interview
- d) Unorganized Interview

12. Functional structures help to create?...

- a) teamwork
- b) specialization
- c) project work groups
- d) multi-skilled employees

13. How can organizational structures that are characterized by democratic and inclusive styles of management be described?

- a) hierarchical
- b) bureaucratic
- c) flat
- d) functional

14. How do you call a system that allows workers to work part of the week from home?

- a) Piece time
- b) Part-time
- c) Job sharing
- d) Telecommuting

15. To what does authority refer?

- a) The ability to organize people
- b) The power to command and direct
- c) The need for order
- d) The right to change jobs

16. What does situational theory of leadership emphasize?

- a) Personality traits
- b) Events
- c) Environment
- d) Political situation

17. What is another name for contingency planning?

- a) Synergy planning
- b) Ad hoc planning
- c) Business level planning
- d) Scenario planning

18. What is not an advantage of a hierarchical structure?

- a) Clear chain of command
- b) Quick response to change
- c) Discipline and stability
- d) Small span of control

19. What is the weakest form of control?

- a) Pre-control
- b) Simultaneous control
- c) Post-control
- d) Dual control

20. Where can formal employee training and education take place?

- a) Colleges
- b) In the workplace
- c) Training centers
- d) All of the above

21. _____ would enable an assessment of the number and types of human resources necessary for the performance of various jobs and accomplishment of organizational objectives.

- a) Work load analysis
- b) Work force analysis
- c) Recruitment

- d) Selection

22. _____ concept of staffing refers to the employee occupying the position or post for which the person has been selected.

- a) Orientation
- b) Placement
- c) Selection
- d) Recruitment

23. _____ involves judgement about the performance potential of the candidate.

- a) Recruitment
- b) Training and development
- c) Selection
- d) Performance appraisal

24. Which of the following is conducted to measure a person's capacity to develop?

- a) Aptitude test
- b) Personality test
- c) Trade test
- d) Intelligence test

25. What characteristic is not a key feature of the 'open systems' model of management?

- a) Morale
- b) Innovation
- c) Growth resource
- d) Adaptation

26. Which one is not a recognized key skill of management?

- a) Conceptual skills
- b) Human skills
- c) Technical skills
- d) Writing skills

27. Supervisor is another name for whom?

- a) Team leaders
- b) Middle managers
- c) First-line managers
- d) Top managers

28. Which of the following is known as the process of getting activities completed efficiently and effectively with and through other people?

- a) Leading
- b) Management
- c) Supervision
- d) Controlling

29. The most significant management skills are _____

- a) Technical, human and conceptual
- b) Technical, behavioral and conceptual
- c) Human, conceptual, systematic
- d) Human, cognitive, technical

30. Management satisfies ___ characteristics of a profession.

- a) Few
- b) Many
- c) All
- d) No

QUESTION TWO

(20 MARKS)

- a. Alex and Chris, two first year students at Strathmore University were having a discussion about planning in modern organizations one afternoon shortly after the Gen-Z protests period. Alex felt that there is no need of too much planning because most organizations' strategic plans have had to be re-done to survive the crisis period. Chris however argued that a crisis is not the norm and while emergent strategies are important, those firms that fail to plan actually plan to fail.

Required:

Explain **Five** importance of planning in modern organizations. (10 marks)

- b. Using a diagram and clear examples explain three types of plans that Alex and Chris need to come up with. (10 marks)

QUESTION THREE

(20 MARKS)

Albert is an information technology director in a busy hospital here is Nairobi where he manages the work of five other managers. These managers wanted to understand what their roles and responsibilities in ensuring organization policies and directives are adhered to. They complain that they find themselves performing activities which are not information technology related.

Required:

Through the insights of Henry Mintzberg, suggest ten roles that are performed by managers to ensure a smooth running of the organization.

QUESTION FOUR

(20 MARKS)

Jacinta would like to know how to exercise power and needs your input. Discuss **Five** sources of power and provide two guidelines for using each type of power.

QUESTION FIVE

(20 MARKS)

- a. Explain **Six** controls you would expect to find in a busy telecommunications institution today. **(12 marks)**
- b. Every leader must have followers. Discuss **Four** types of followers. **(8 marks)**