



SCHOOL OF COMPUTING AND ENGINEERING SCIENCES
BACHELOR OF INFORMATICS AND COMPUTER SCIENCE & BACHELOR OF
COMPUTER NETWORK AND CYBER SECURITY
END OF SEMESTER EXAMINATION
ICS 1206/CNS 1206: PRINCIPLES OF MANAGEMENT

DATE: Wed 13th March 2024

TIME: 13:00 – 15:00

Instructions:

Answer Question ONE and any Other TWO QUESTIONS

Question One

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

Fiona Peters and Sheila Adrian were college roommates. While at school, they shared dreams of opening their own business. To prepare themselves, they took business and marketing courses along with courses in management. When they graduated, they each found jobs in Seattle, near where they had gone to school.

Several years later, after working at other companies to gain experience, the two women decided to take the plunge together and planned to open a small café where they and their customers could indulge their love of good coffee and fine chocolate. They looked at two locations for their café: one near Pike Place Market, which gets a lot of foot traffic from shoppers and businesspeople, and one near the university, where shops and restaurants are patronized by students, faculty, staff, and residents. They chose the university location because they thought they knew and understood those customers well. The doors to Afrique Coffee & Chocolate opened several months later, with both Fiona and Sheila working hard to serve unique coffee blends and specialty chocolates, maintain the shop, and handle the finances.

Afrigue Coffee and Chocolate's business plan included purchasing only fair-trade coffee (priced to provide living wages to coffee growers) and chocolates made by a few local suppliers. Their café was small, but it had several comfortable chairs, couches, and coffee tables to encourage customers to stay and chat or read the newspaper between classes. However, most of their business was takeout.

At the beginning, business was slow. Fiona and Sheila had struggled to find the right price points for their coffee and chocolates, and they worried they might be set too high. But everyone who came into the café loved what they bought and came back – and began to bring friends. Business increased

over a period of about five months, when Fiona and Sheila had to turn their attention toward longer – term planning. They had exhausted their savings and their initial small – business loan, and their six-month lease was up. They needed to decide whether they were in this for the long haul.

The two women met to consider their options. Right away, they decided they wanted to extend their hours and hire two part–time employees. They would investigate a wireless connection that customers could use. Fiona would take over more of the finances, while Sheila would handle marketing – which they both agreed they needed for the café to grow. They evaluated whether to expand the menu to include baked chocolate desserts, tea, and other beverages. They considered delivery service to locations on campus such as dorms and lounges where students were studying. They discussed holding events at the café such as poetry readings or discussion groups. And they talked about establishing a Web site with a menu and phone number, updates on current coffees and chocolate flavors and a blog written by Fiona with opportunities for customers to respond. They agreed they were not yet ready to accept online orders, but eventually they might.

As Fiona and Sheila finalized their planning, they agreed that managing their own business was a challenge, but one they would never regret.

Required:

- a) Use the planning process to discuss how Fiona and Sheila planned for the growth of their business. **(5 marks)**
- b) With the use of a diagram, illustrate the way Afrique Chocolate and Coffee works as an open system. **(6 marks)**
- c) Explain five leadership challenges Fiona and Sheila will face as the Afrique Chocolate and Coffee moves into the more new and innovative business. **(5 Marks)**
- d) Briefly explain 2 types of conflict that the Afrique Chocolate could face and suggest possible solutions to these conflict organization **(4 marks)**
- e) Identify five (5) basic management skills that Fiona and Sheila may need to have. **(10 marks)**

(Total 30 marks)

Question Two

Manchester United Manufacturing Ltd. produces agricultural chemicals and currently has 800 employees stationed in its four branches. The company has been experiencing very rapid growth in the last few years and the number of employees is expected to increase. To maintain its competitive edge the company has been training the existing employees and improving their benefits.

Recently, a new human resource manager was appointed and he has suggested that the company should invest in a computerized human resource information system to replace the manual system.

Required:

- (a) Explain how a computerized human resource information system will benefit Manchester United Manufacturing Ltd. **(5 marks)**

(b) Outline the steps the company should follow in the planning, development, and implementation of the human resource information system. **(5 marks)**

(c) Suggest a suitable organizational design that Manchester United could adopt to maintain its competitive advantage (Illustrate using a suitable diagram). **(5 marks)**
(Total 15 marks)

Question Three

Mr. Benson Gitonga, the ICT director of R & R Co. was summoned by the chief executive officer [CEO] for the second time regarding the organisation's systems development.

The CEO is concerned that Mr. Benson was unable to develop the payroll system of the company within the deadline which was two months ago. This was likely to cause a delay in payment of the employees of R & R. Such a delay would reflect negatively on the CEO's performance. What is perplexing to the CEO is the fact that Mr. Benson is hardworking comes to work early, leaves late and on many occasions works over the weekend. In addition, the ICT department is well staffed with qualified and experienced programmers and software developers. The CEO enquired from one of the senior programmers what the problem could be. The senior programmers promptly replied, "Mr. Benson does not believe in delegation."

- a) Explain to Mr. Benson the key steps he could take to delegate effectively **(4 marks)**
- b) Explain 7 factors that would influence a manager's decision to delegate authority and assign subordinates. **(7 marks)**
- c) Identify and discuss 4 principal factors that might influence the design structure of a major organization. **(4 marks)**

(Total 15 marks)

Question Four

One common complaint employees voice about supervisors is inconsistent messages – meaning one supervisor tells them one thing and another tells them something different. Imagine you are the supervisor/manager for each of the employees described below. As you read their case, consider how you might help communicate with the employee to remedy the conflict. Answer the critical thinking questions at the end of the case then compare your answers to the *Notes to Supplement Answers section*.

Barry is a 27-year-old who is a foodservice manager at a casual 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 some kind of 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 that Barry faces. **(6 marks)**

b) What solutions might Barry consider in addressing each of these challenges and barriers?

(6 marks)

c) Through the control function, the manager keeps the organisation on its chosen track through timorously investigating and correcting and deviations from set standards. Briefly explain to Barry 3 types of controls that she may implement to increase performance of her company.

(3 marks)

(Total 15 marks)

Question Five

a) Explain 5 barriers to effective planning and how the organisation can overcome them? **(10 marks)**

b) Discuss the following contemporary approaches to the study of management

(i) The empirical approach **(1 mark)**

(ii) The management-science approach **(2 mark)**

(iii) The behavioural approach **(2 mark)**

(Total 15 marks)