



STRATHMORE INSTITUTE OF MATHEMATICAL SCIENCES
BACHELOR OF SCIENCE IN ACTUARIAL, FINANCIAL ENGINEERING AND
FINANCIAL ECONOMICS
END OF SEMESTER EXAMINATION
BSG 3201: PRINCIPLES OF MANAGEMENT

DATE: Tuesday, 17th December 2024

TIME: 08:00 – 10:00

Instructions

1. This examination consists of **FIVE** questions.
2. Answer **Question ONE (COMPULSORY)** and any other **TWO** questions.

Question One

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

Mwangi and Sons Limited

Mwangi and Sons Limited (MWSL) commenced its operations in the year 2020 as a partnership business run by Mwendwa and Philipa. Both partners were accomplished entrepreneurs and were officials of the County Chamber of Commerce which greatly assisted its members in generating business ideas. The partnership converted into a private company in the year 2022 as a result of significant business growth. Mwendwa and Philipa were the first directors of MWSL. When the partnership converted into a private company, the directors moved their head office from Kamukuzi, a small town in Mbarara to Kampala City.

The two were involved in the day to day running of their company though they were board members. Mwendwa was the chairman of the board of directors while Philipa was the chief executive officer (CEO). Philipa was responsible for operations in the company, Mwendwa was responsible for leadership, marketing and human resource in addition to carrying out the chairman's role. This at times brought about confusion in the company leading to bad decisions.

Due to the complexities associated with the shift from partnership to a company and the confusion in decision making, MWSL hired the services of Natasha Management Consultancy (NMC) to assist in establishing working structures and recruitment of relevant key personnel. Before the consultants came on board, the business had a workforce of 67 employees, a few working on permanent basis while majority were engaged on temporary contracts.

The Consultants analysed the defunct partnership business to establish strengths and weaknesses and recommended a divisional structure. They also advised that all the employees who were retained by the

business after conversion into a company for them to change their mindset. NMC also recommended to MWSL to recruit new employees in order to fill identified skills gap. The consultants insisted that the staff recruited be apt in intuition, technology, data collection, analysis and dissemination of information to ensure decisions in the company were mainly arrived at scientifically. The new employees were to focus on both internal and external matters affecting the company.

The company's main objective as stated in its Memorandum of Association was to offer wood and roofing products in the country. MWSL segmented its market by offering tailor made solutions to two classes of customers; furniture for home owners and roof construction for the construction industry. The company adopted diverse marketing as its primary marketing strategy.

Most of the company's operations took a job shop approach. For each segment, the company worked on one project at a time before moving to the next project. Project scheduling skills were necessary to the production managers so as to ensure customer orders were completed on time. This ensured high levels of customer satisfaction.

To continuously improve the quality of its products, MWSL invested heavily in technology and customer service. A slogan was devised and circulated "think and delight the customer". Improved quality of its products and services has resulted into lowering of the production cost. As compared to the competitors, the market now prefers MWSL's products due to quality and affordability.

The company diversified its services to capture new customers and markets. In year 2023 and after carrying out an environmental analysis, MWSL noted an opportunity through its research and marketing department and included solar appliances in its products offering. This targeted low-income earners in rural areas who were not connected to the national electricity power grid.

By March-2024, the demand for the wood products and roofing services had exponentially expanded with the company's clientele being spread in all the 146 districts in the country. MWSL has since expanded its operations and services and has opened branches in all East African Countries. The company has future plans of opening branches in West African countries.

Required:

(a) Analyse **five** characteristics of the organisational structure recommended by Natasha Management Consultancy (MMC). **(5 marks)**

(b) NMC recommended to MWSL to recruit new employees in order to fill identified skills gap, Critically, evaluate **five** techniques that MWSL could have used to recruit the new employees **(10 Marks)**

(c) Despite being board members, Mwendwa and Philipa were involved in the day to day running of their company leading to bad decisions.

With reference to the above statement, analyse **THREE** inhibitors to effective decision making.

(3 Marks)

(d) Using examples of controls that MWSL could have used, Discuss the impact of controls on new employees behaviour **(6 marks)**

(e) Using examples of MWSL case, Explain the Strategic, Tactical and operational Plans that are explained in the case **(6 Marks)**

(Total: 30 marks)

Question Two

a) Explain at least **Five** ways in which technology has impacted on managerial communication within organisations. **(10 marks)**

b) To implement green management practices successfully, organizations should follow a structured approach. Explain the steps that managers should follow to implement these practices **(5 marks)**

(Total 15 marks)

Question Three

Google is a global organization that is the most popular search engine on the internet today. Google's organizational objectives dictate that user's experiences are paramount. Google values their talent and have aggressive and very detailed processes of recruiting and on boarding staff. Google is now a leading search engine globally.

a) Discuss strategies Google should use to continually disseminate their culture to future generations who join the organization. **(5 marks)**

b) Discuss the model of National Culture by Hofstede and explain how these values will continue to influence Google as it continues to internationalize. **(10 marks)**

(Total 15 marks)

Question Four

a) Briefly explain **Five** ways in which managers encourage ethical behavior in modern organization. **(5 marks)**

b) Using Tuckman's stages of group development (Forming, Storming, Norming, Performing, and Adjourning), explain how a project team might progress through each stage. Provide practical examples for each stage to illustrate the team's behavior, challenges, and key actions required for success. **(10 marks)**

(Total 15 marks)

Question Five

a) Compare and contrast Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory of motivation. **(6 marks)**

b) (i) Using Kurt Lewin's Change Management Model (Unfreeze, Change, Refreeze), explain how a multinational company can successfully implement a global organizational change, such as adopting new technology or restructuring operations. **(6 marks)**

(ii) Explain how cultural differences, communication barriers, and varying legal and regulatory environments impact global management. **(3 marks)**

(Total 15 marks)