



STRATHMORE INSTITUTE OF MATHEMATICAL SCIENCES
BACHELOR OF SCIENCE IN FINANCIAL ENGINEERING AND FINANCIAL
ECONOMICS

END OF SEMESTER EXAMINATION

BSG 3101: PRINCIPLES OF MANAGEMENT

DATE: 12th January 2022

Time: 2 Hours

Instructions

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

QUESTION ONE

Managers play a critical role in organisations. As they play their role, they perform the key functions of planning, organizing, leading and controlling.

- a) Using illustrative examples, discuss the application of the contingency approach by managers in performing each of the managerial functions listed above (**at least one application** for each function). **(8 marks)**
- b) Describe **at least three** organizing issues associated with a contingent workforce. **(6 marks)**
- c) Contrast ethnocentric, polycentric, and geocentric attitudes towards global business. **(5 marks)**
- d) Organizations need to collaborate with external parties in order to improve their performance. Explain **at least two** ways in which this could be achieved. **(4 marks)**
- e) List **at least five** adverse effects of gossip in an organization and its employees. **(5 marks)**
- f) Differentiate between:
 - i transactional and transformational leaders; and
 - ii charismatic and visionary leaders. **(2 marks)**

QUESTION TWO

- a) Culture plays a significant role in the decisions made by managers as they perform the various functions of management. Discuss this statement in light of the cultural considerations that managers need to take as they make decisions relating to managerial functions. Give **at least two examples** for each function. (10 marks)
- b) Motivation plays a critical role in the performance of any organization. Discuss **at least three** challenges that managers face in motivating today's workforce. (10 marks)

QUESTION THREE

- a) Innovation is critical for the long-term sustainability of any organization. Using relevant examples, discuss **at least five** variables that can stimulate innovation within an organization. (10 marks)
- b) Using relevant examples, describe the implications of **at least three** of the following individual behaviour for managers. (10 marks)
 - i) Attitudes
 - ii) Personality
 - iii) Perception
 - iv) Learning

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QUESTION FOUR

- a) Workplace diversity is a blessing or a curse, it depends on how a manager handles it. Discuss this statement in light of the benefits and drawbacks of diversity. Discuss **at least three** benefits and **two** drawbacks. (10 marks)
- b) A manager must communicate both within and without the organization. Discuss **at least four** contemporary communication issues facing managers today. (10 marks)

QUESTION FIVE

- a) The management of human resources is a core function of management. Discuss **at least four** issues that affect manager's today in the management of human resources. (10 marks)
- b) Control involves the measurement of organizational performance for comparison with the set standards. Describe **at least four** tools used to measure organizational performance. (10 marks)