



Strathmore
UNIVERSITY

**SCHOOL OF COMPUTING AND ENGINEERING SCIENCES
BACHELOR OF SCIENCE IN COMPUTER NETWORK AND CYBER SECURITY
END OF SEMESTER EXAMINATION
CNS 1206 -PRINCIPLES OF MANAGEMENT**

Date: Wednesday, 23rd March 2022

Duration: 2 Hours

Instructions:

Answer Question ONE and any Other TWO QUESTIONS

QUESTION ONE (30 MARKS)

Tilly Wacha is a technology serial entrepreneur. She recently secretly acquired Easton Technology Institute and to experience the current working of the institute, she has taken an undercover job at the institute as a manager reporting to Antony Hanes the current manager.

Tilly Wacha decides to send out a customer survey to the colleges current and past students. As she reviews the comments and complaints, she notes that 50% of customer complaints have been on poor services including wait time to get feedback and lack of staff knowledge, 40% of complains are in regard to errors on transcripts and marks, 10% of the complaints range from dissatisfaction with program instructors or courses not meeting expectations.

After three months in her “undercover” job, Tilly discloses that she can attribute 90% of the challenges the Institute is facing to communication challenges and poorly managed conflict. She also notes that there are issues around lack of communication plans, which leaves the managers to use whichever communication channels they want. This is done without considering the type of information being communicated. Both students and staff complain that they get too many emails, texts and are called for too many meetings.

Tilly also notes that there is evidence of communication barriers among employees and between the managers and the employees. The older and long serving instructors are not open to new ways of doing things and often get confused by the terms and examples used by the younger and newer instructors. Part time instructors complain that they are never properly briefed on changes.

Unresolved conflict among employees, and between employees and management, results in poor communication. There is evidence of managers, withholding negative feedback from their direct reports to avoid conflict. Unexplained changes in management have also resulted in

gossip and speculation. The use of part time instructors' results in a very diverse pool of employees in terms of background, education and training. Current management does little to aid team development, yet bonuses are based on student performance on external exams and on the number of new students that enrol.

Required

- a) Using examples from the case study, explain three communication barriers that are evident in the case study **(6 Marks)**
- b) Using four points make a guide for when a manager should use written communication as opposed to verbal communication. **(4 Marks)**
- c) Identify four ways in which managers can improve communication **(4 Marks)**
- d) Discuss the first three stages of group development as proposed by Bruce Tuckman. **(6 Marks)**
- e) Mr. Hanes has been using the win-lose and lose-lose strategies to managing conflict. Describe each method and discuss the approaches associated with each method **(10 Marks)**

QUESTION TWO (20 MARKS)

- a) Different decision-making models can help us understand and evaluate the effectiveness of nonprogrammed decisions. Explain the four decision making models, fully discussing when a manager should use each model. **(12 Marks)**
- b) Explain the reinforcement Intervention as a tool for motivation **(8 Marks)**

QUESTION THREE (20 MARKS)

Martin is a new manager hired by Fish Fintech Ltd. He has discovered that working conditions are not good for his employees – they work in an old building with poor lighting and ventilation system. The work itself is tedious and a supervisor who reports directly to him is rarely available to assist and help them make decisions on unique work orders. On close examination, she realizes that the supervisor monitors the work of many subordinates and can hardly cope with his role. The supervisor also hardly delegates some tasks to his subordinates.

- a. Analyse the factors that can be causing demotivation using Henry Mintzberg two factor theory **(10 marks)**
- b. Define the term Span of control and explain the type of span of control at Fish Fintech Ltd **(4 Marks)**
- c. Explain three reasons why managers fear delegation of authority **(6 marks)**

QUESTION FOUR (20 MARKS)

- a) Define recruiting and explain two advantages and two disadvantages of each type of recruitment. **(12 Marks)**
- b) Explain two defects of formal interviews **(2 Marks)**
- c) Performance appraisal is the process of identifying, measuring, and developing human performance in the organization. Explain three errors that can occur during the formal appraisal process **(6 Marks)**

QUESTION FIVE (20 MARKS)

- a) Compare how theory X and theory Y influences management practices. **(4 Marks)**
- b) Using examples, explain the three behavioral approaches to leadership **(6 marks)**
- c) Discuss one key factor that complicates employee motivation. **(2 Marks)**
- d) Using appropriate examples, explain the four steps involved in setting up controls **(8 Marks)**