



**STRATHMORE BUSINESS SCHOOL/SCHOOL OF TOURISM AND HOSPITALITY/
SCHOOL OF COMPUTING AND ENGINEERING SCIENCES
END OF SEMESTER EXAMINATION
BFS 1105/ BTH 2101/ BBT1205: PRINCIPLES OF BUSINESS MANAGEMENT**

DATE: Mon, 22nd July 2024

TIME: 10:30 – 12:30

Instructions

Answer Question ONE and any Other TWO QUESTIONS

Question One

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

Becky is a 27-year-old who is a foodservice manager at Mama Allan dining restaurant. Becky 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.

Becky is ServSafe® certified and tries her best to keep up with food safety issues in the kitchen but she 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 food safety training.

The owners of the restaurant are supportive of Becky in her 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 Becky comes to work and is rather upset even before she steps into the restaurant. Things haven't been going well at home and she was lucky to rummage through some of the dirty laundry and find a relatively clean outfit to wear for work.

She admits that she needs a shower and a good hand scrubbing, especially after working on her car last evening. When she walks into the kitchen she 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. Becky is

frustrated and doesn't know what to do. She feels like he is beating her head against a brick wall when it comes to getting employees to practice food safety.

Becky has taken many efforts to get employees to be safe in how they handle food. She 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 **Five** communication challenges that Becky faces and suggest possible solutions to these challenges. **(10 marks)**
 - (b) Explain **Three** steps that Becky should take to ensure effective delegation process. **(6 marks)**
 - c) State and explain **Four** sources of management power that Becky could have utilized to ensure effective running of mama Allan restaurant. **(8 marks)**
 - d) Explain the limitation of on-the-job training offered by Mama Allan restaurant. **(6 marks)**
- (Total 30 marks)**

Question Two

(a) The systems approach considers organization behavior as the consequence of the interaction of social and technical factors both within the organization itself, and between the organization and its environment. The theory emerged from dissatisfaction with the rigidity imposed by the classical and human relations approaches and it was reinforced by several empirical studies. Demonstrate your understanding of an organization closed system by giving the characteristics of such organization. **(6 marks)**

(b) XYZ Ltd is a multinational company that has recently launched its operations in your country. The company wants to immediately conduct research to devise the most suitable organizational structure for its operations. Discuss the various options available to the company indicating the advantages and disadvantages of each option. **(9 marks)**

(Total 15 marks)

Question Three

a) You have been appointed as a returning officer in the general elections. Due to unsatisfactory performance of other officers before you, the stakeholders have high expectations from you and your team and expect you to institute control measures to deliver credible elections. Defining what controls are in your answer, Explain **Three** appropriate organizational controls. **(7 marks)**

- b) Giving relevant examples, explain **Four** strategies that managers use to solve organizational conflicts
(8 marks)
(Total 15 marks)

Question Four

- a) One of the modern approaches to management is management by objectives. Explain the **Three** essential requirements for management by objectives model to be successful. (6 marks)
- b) Management is meant to ensure that organizational goals are met. Managers are vested with the task of ensuring this is accomplished. To achieve this managers are required to perform several roles. Using relevant examples discuss **Nine** of these roles. (9 marks)
(Total 15 marks)

Question Five

- a) With relevant examples, explain the Taylorism techniques that are still applicable in modern organizations approach. (5 marks)
- b) Sound staff selection procedure is a vital element of human resources planning. Discuss. (7 marks)
- c) Identify and explain **Three** environmental factors that influence the activities of an organization. (3 marks)
(Total 15 marks)