



STRATHMORE INSTITUTE OF MATHEMATICAL SCIENCES
BACHELOR OF SCIENCE IN ACTUARIAL, FINANCIAL ENGINEERING AND
FINANCIAL ECONOMICS
SPECIAL EXAMINATION
BSG 3101: PRINCIPLES OF MANAGEMENT

DATE: Thursday, 27th March 2025

TIME: 11:00 – 13:00

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 NovaTech Inc and answer all the questions asked on it below.

NovaTech Inc., a fast-growing software company headquartered in the United States, recently expanded its operations into Europe, Asia, and Africa. The company faced numerous challenges in managing its global workforce, including cultural differences, regulatory compliance, and communication barriers. To remain competitive, NovaTech adopted a decentralized management approach, allowing regional offices to make market-specific decisions while maintaining overall corporate alignment. This global management strategy enabled the company to enhance operational efficiency and respond effectively to local market dynamics.

As the workforce became more diverse, NovaTech implemented inclusive policies to ensure equal opportunities for employees across different regions. The company introduced cross-cultural training programs, mentorship initiatives, and flexible work arrangements to accommodate diverse backgrounds and perspectives. By fostering an inclusive culture, NovaTech improved employee engagement, innovation, and overall team collaboration. However, integrating different cultural values and expectations required strong leadership and strategic planning to align company objectives with diverse employee needs.

The company also underwent a significant structural transformation, shifting from a traditional hierarchical model to a more flexible matrix structure. This change aimed to improve collaboration among international teams and enhance project efficiency. However, employees initially resisted the shift due to uncertainty about their roles and responsibilities. To manage this transition effectively, NovaTech implemented structured change management strategies, including transparent communication, leadership training, and employee feedback mechanisms. These measures helped ease concerns and ensured a smoother transition to the new structure.

To support its expansion and restructuring efforts, NovaTech focused on developing strong leadership capabilities across all levels of the organization. Leaders were trained in remote team management, conflict resolution, and strategic decision-making to foster a unified global workforce. By equipping leaders with the necessary skills and knowledge, NovaTech ensured that employees remained motivated and aligned with the company's vision. These leadership strategies played a crucial role in maintaining stability and driving growth during the company's global expansion.

Required:

- a) Identify and list **Five** key challenges NovaTech faced during its global expansion **(10 marks)**
- b) Explain how NovaTech's shift to a decentralized management structure improved its global operations **(4 marks)**
- c) Discuss **Four** ways that NovaTech can use to enhance its diversity and inclusion efforts to support innovation in different regions? **(4 marks)**
- d) Compare the advantages and disadvantages of NovaTech's transition from a hierarchical structure to a matrix structure. **(6 marks)**
- e) Organizations use different types of controls to monitor performance and ensure strategic objectives are met. Discuss the **three** main types of organizational controls—feedforward, concurrent, and feedback controls—and explain how NovaTech can apply each to manage its global operations effectively. **(6 marks)**

(Total 30 marks)

Question Two

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 has aggressive and very detailed processes of recruiting and onboarding 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 Three

a) Organizations often implement structured change management models to ensure smooth transitions during periods of transformation. Compare and contrast Kotter's 8-Step Change Model and Lewin's Change Management Model in terms of their approach, effectiveness, and challenges in managing organizational change. Provide relevant examples to support your answer. **(7 marks)**

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

(Total 15 marks)

Question Four

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. **(5 marks)**

c) Identify and explain **Five** environmental factors that influence the activities of an organisation.

(5 marks)

(Total 15 marks)

Question Five

a) Explain ways in which a manager may apply motivation theories to achieve effective performance by employees in an organization **(9 marks)**

b) Explain **Three** Contemporary issues in managing Human Resources in modern organizations

(6 marks)

(Total 15 marks)