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KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
SECOND YEAR, SECOND SEMESTER EXAMINATION
FOR THE DIPLOMA IN PROCUREMENT & SUPPLIES
MANAGEMENT
DHR 1104: THEORY AND PRACTICE OF MANAGEMENT

Date: 10TH DECEMBER, 2024

Time: 11.30AM-1.30PM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

POOR MANAGEMENT EFFECTS

Mali Asili enterprises is a mid-sized company which focusses on selling imported automotive spare parts. Despite experiencing steady demand for its products, the company recently experienced reduced profits and increased costs of operations in the past one (1) year. An investigation ordered by the managing director reported that the reduced profits were caused by poor management practices. For instance, poor planning led to overestimation of budgets, unclear financial timelines and lack of implementation of strategic, tactical and operational plans. It also led to lack of coordination between departments as each concentrated on its own objectives. This led to conflicting budgets estimates, poor allocation of resources demotivation of employees.

In addition, lack of good organisation was also noted as an issue of concern. This is because most employees did not understand their specific roles and responsibilities and to whom they should specifically report to. This resulted in job dissatisfaction and poor customer service. Further, the report stated that most of the managers has adopted an authoritative style of leadership, as opposed to a democratic leadership style, which prevented lower level employees from expressing their views and opinions about their work. This led to lack of creativity and innovation among employees and, implementation of poor unpopular decisions by employees out of fear. To add on, the report stated that there were poor staffing practices as a number of key management and supervisory staff hired recently, did not have the right skills and qualification. The employees also complained of lack of clear job specification and irregular payment of overtime and allowances in the past six months. This resulted in poor motivation and low productivity, leading to poor customer service, loss of customers and loss of profits.

- a) Describe the three types of plans that need proper implementation by the company to improve its profitability in the current situation facing it. **(6 Marks)**
- b) Distinguish between authoritative leadership style and democratic style of leadership. **(4 Marks)**
- c) Explain the effect of poor staffing decisions on the company. **(5 Marks)**
- d) Discuss how poor organisation is an issue of concern in the company apart from affecting the profitability of the company. **(5 Marks)**
- e) Explain the **FOUR** key functions of management that Mali Asili enterprises needs to improve on so that it can go back to the path of profitability. **(5 Marks)**
- f) Suggest **FIVE** ways in which the management of Mali Asili enterprises can improve its management practices. **(5 Marks)**

QUESTION TWO (20 MARKS)

- a) In managing an organisation that operates in international markets various challenges can arise. Explain the challenges that can arise in international management. (5 Marks)
- b) Frederick Taylor is a key contributor in creating an understanding in the field of management. Describe the contribution of Frederick Taylor to the field of management. (4 Marks)
- c) In order to be viewed as being ethical and socially responsible, organisations need to adopt several practices. Explain the ethical practices that can be adopted by organisations. (5 Marks)
- d) Management has various distinct characteristics which bring out its importance in the success of an organisation. Outline the unique characteristics of management. (6 Marks)

QUESTION THREE (20 MARKS)

- a) For a leader to be considered as effective there are certain qualities that distinguish them from other leaders who are not effective. Describe the qualities of an effective leader. (5 Marks)
- b) Controlling is a process which involves several steps which are aimed at achieving certain organizational goals, objectives and standards. Describe the steps involved in the control process. (5 Marks)
- c) The contingency approach to management is a modern approach which most organisation have adopted due to the unpredictability of the business environment. Explain the contingency approach to management. (4 Marks)
- d) Motivating employees is key to improving the productivity of an organisation. Therefore, there is a need for managers to understand theories related to motivation. Discuss any **THREE** theories of motivation that can be applied in an organisation. (6 Marks)

QUESTION FOUR (20 MARKS)

- a) Emerging trends and issues have a significant effect on the performance of organisation. Suggest ways of coping with emerging trends and issues in theory and practice of management. (5 Marks)
- b) Managers and leaders play a key role of ensuring the achievement of organizational goals and objective through ensuring effective spans of control are put into place. Differentiate between narrow span of control and wide span of control. (4 Marks)
- c) As a key function of management control is composed of three types of control that can be adopted in an organisation. Discuss the **THREE** main types of control applied in an organisation. (6 Marks)
- d) Corporate social responsibility is essential in building a positive image and reputation for an organisation. Suggest ways in which an organisation can engage in corporate social responsibility. (5 Marks)

QUESTION FIVE (20 MARKS)

- a) In order to understand certain styles of leadership and why certain leaders behave the way they do; various theories have been suggested. Explain any **THREE** theories of leadership and the styles of leadership related to these theories. (6 Marks)
- b) Delegation of authority is essential in the achievement of the overall task assigned to employees in an organisation. This is because as employees are given the authority to make decisions relating to their work. Explain the advantages and disadvantages of delegation of authority. (4 Marks)
- c) Within organisations staffing is a key function of management that determines if overall objective will be achieved as planned. Discuss the role of staffing in an organisation. (4 Marks)
- d) In the development of plans, a series of steps are followed to ensure proper allocation of resources and consideration of all relevant factors. Explain the steps involved in the planning process. (6 Marks)