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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2022/2023 ACADEMIC YEAR**  
**SECOND YEAR, FIRST SEMESTER EXAMINATION**  
**FOR THE DEGREE OF BACHELOR OF BUSINESS INFORMATION TECHNOLOGY**

Date: 27<sup>th</sup> July, 2022  
Time: 2.30pm –4.30pm

**KBA 2206 - FUNDAMENTALS OF COMPUTING**

**INSTRUCTIONS TO CANDIDATES**

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**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**

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**QUESTION ONE (30 MARKS)**

**KEKUZA ENGINEERING COMPANY LIMITED**

Kekuza Engineering Company Limited is a major industrial machinery company besides other engineering products located in Nakuru County with subsidiaries in Kampala and Rwanda. It has enjoyed market preference for its machinery because of minimal competition in the field, quality products as well as advanced use of technology which it leverages to improve its services. Ordinarily, there are more orders than it can supply. However, the scenario drastically changed due to the entry of two new competitors in the field with foreign technological collaboration and better innovative ways of doing business. For the first time, the company has faced major problems in marketing its products with the usual profit margin. Sensing the likely problem, the chief executive appointed Ms. Justa as general manager to direct the operations of the industrial machinery functional unit. Ms. Justa had a similar assignment abroad before coming back to Kenya. Ms. Justa discussed with the chief executive the nature of the problem being faced by the company so that she could fix it as a matter of priority.

The chief executive advised her to consult with various heads of department to get firsthand information. However, she emphasized that the company lacked an integrated planning system while members of the Board of Directors insisted on introducing this in several meetings both formally and informally. After further consultations, Ms. Justa got briefings from the heads of all departments. She asked all heads to identify major problems and issues concerning them. The marketing manager indicated that to achieve higher sales, he needed more sales support. Salespeople had no central organization to provide sales support nor was there a substantial budgetary allocation for demonstration teams that could be sent to customers to win business. The production manager complained about the old machines and equipment used in manufacturing. Therefore, the cost of production was high but without corresponding quality. While competitors had better equipment and machinery, Kekuza Engineering had neither replaced its age-old plant nor reconditioned it. Therefore to reduce the cost, it was essential to automate production lines by installing new equipment. The Director of research and development did not have a specific problem and therefore, did not indicate any change. However, a principal scientist in R&D indicated one day that the director of R&D, though very nice in his approach, did not emphasize short-term research projects, which could easily increase production efficiency by at least 20 percent within a very short period without any major capital outlay.

### **Required**

- a) Advice the management of Kekuza Engineering Company Limited on the Personal/individual employee objectives that could have facilitated further growth and development of the company (6 marks)
- b) Summarize the fundamental success drivers that the management of Kekuza Company Limited should embrace in its quest to realize sustenance in its competitive advantage across all branches. (6 marks)
- c) Explain the characteristics of a successful manager that all line managers at Kekuza Company Limited need to have in order to steer it to greater heights. (6 marks)
- d) Analyze the principles of planning that the management of Kekuza Company limited should adopt to increase efficiency and effectiveness in all functional units. (6 marks)
- e) Explain the importance of policies to the management of Kekuza Company Limited. (6 marks)

### **QUESTION TWO ( 20 MARKS)**

- a) Analyse the salient themes of the scientific theory of management as propagated by Fredrick Taylor. (10 marks)
- b) Explain the reasons why organizations need managers in the modern business era. (5 marks)
- c) Specify the importance of planning in the management process. (5 marks)

### **QUESTION THREE (20 MARKS)**

- a) Explain the major factors determining policy making in contemporary organizations. (10 marks)
- b) Analyse the three types of authority adopted by organizations in various economies. (6 marks)
- c) Summarize the reasons why subordinates fail to accept delegation in modern organizations. (4 marks)

### **QUESTION FOUR ( 20 MARKS)**

- a) Describe the approaches to effective decisions making in present day organizations. (6 marks).
- b) With an aid of a diagram, analyze the steps involved in the process of motivation. (8 marks)
- c) Assess the ways of designing and empowering organization in modern organizations. (8 marks).

### **QUESTION FIVE ( 20 MARKS)**

- a) Describe the drawbacks of Bureaucratic Theory of management. (6 marks)
- b) Analyse the managerial qualities that Henri Fayol considered important to modern manager. (6 marks)
- c) Draw a distinction between administration and management. (8 marks)

