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KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR
FIRST YEAR, SECOND SEMESTER EXAMINATION
FOR THE DIPLOMA IN BUSINESS & INFORMATION TECHNOLOGY
DBA 1103 PRINCIPLES AND PRACTICES OF MANAGEMENT

Date: 7TH AUGUST 2024
Time: 8:30AM – 10:30AM

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

CASE STUDY:

Poor Management and Low Profitability in Mapeta Manufacturing Company

Mapeta Manufacturing Company, a mid-sized manufacturing firm specializing in automotive components, has been experiencing declining profitability in recent years. Despite strong market demand and steady sales, the company's profit margins have been shrinking, and financial performance indicators are below industry averages. After conducting an internal audit, it becomes evident that poor management practices are a significant contributor to the company's financial struggles. For instance, Inadequate planning has led to overestimation and underestimation of resource requirements, resulting in inefficient allocation of resources. Also, poor planning of production schedules, material procurement, and resource allocation has resulted in delays in product delivery. This can lead to customer dissatisfaction, order cancellations, and lost revenue opportunities, ultimately impacting profitability.

Further, poor organizing has resulted in lack of clarity regarding roles, responsibilities, and reporting structures. This has lead to confusion, duplication of efforts, and inefficiencies in workflow, ultimately reducing productivity. In addition, poor leadership has resulted in indecisiveness, and poor decision-making processes within the organization. Managerial decisions made are based on personal biases and short-term considerations rather than objective analysis and long-term strategic priorities, leading to missed opportunities, and decreased profitability. Inadequate control over product quality, has resulted in increased rates of defects, returns, and customer complaints. This not only led to additional costs associated with rework, refunds, or warranty claims but also damages the organization's reputation and future sales potential.

Questions:

1. Identify five ways in which inadequate planning at Mapeta Manufacturing Company has contributed to low profitability (5 Marks)
2. Explain five ways in which poor organizing at Mapeta Manufacturing Company has contributed to lost profitability of the company (5 Marks)
3. Outline five ways in which poor leadership led to low profitability in the Company (5 Marks)
4. Identify five points on how poor managerial decisions at Mapeta Manufacturing Company have led to low profitability of the company (5 Marks)
5. Describe how inadequate control in the company has contributed to lost profits at Mapeta Manufacturing Company (5 Marks)
6. As a management consultant of at Mapeta Manufacturing Company suggest to the management on the benefits of good management by using five points (5 Marks)

QUESTION TWO (20 MARKS)

- a) Describe five types of managerial skills exercised by managers in organizations (5 Marks)
- b) Outline the five steps involved managerial decision-making process (5 Marks)
- c) Differentiate between centralized and decentralized organizational structures (5 Marks)
- d) Describe five benefits of employee motivation to organizations (5 Marks)

QUESTION THREE (20 MARKS)

- a) Explain any five Principles of management according to Henry Fayol (5 Marks)
- b) Determine five benefits of effective communication in an organization (5 Marks)
- c) Discuss five factors which make planning very important to any organization (5 Marks)
- d) Differentiate between managers and leaders using five points (5 Marks)

QUESTION FOUR (20 MARKS)

- a) Change in organizations is often driven by a combination of external and internal forces. Identify three external forces and two internal forces of change in organizations (5 Marks)
- b) Corporate Social Responsibility (CSR), refers to the ethical and responsible behavior of organizations toward their stakeholders and the broader society. Describe five ways in which a company can be socially responsible (5 Marks)
- c) Owners of businesses have several duties and responsibilities which are necessary for the success of the business. Describe two duties and three responsibilities of business owners (5 Marks)
- d) Demotivators in organizations are factors that reduce employee motivation, engagement, and productivity. Outline five Demotivators to be found in any organization (5 Marks)

QUESTION FIVE (20 MARKS)

- a) Management practices continually evolve in response to emerging trends. Describe five emerging trends in management (5 Marks)
- b) Identify five Challenges of decisions-making in organizations (5 Marks)
- c) Discuss five principles of communication (5 Marks)
- d) Explain five causes of resistance to change in any organization (5 Marks)