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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2022/2023 ACADEMIC YEAR**  
**FIRST YEAR, FIRST SEMESTER EXAMINATION**  
**FOR THE DEGREE OF BACHELOR OF EDUCATION (ARTS)**

Date: 7<sup>th</sup> December, 2022  
Time: 11.30am – 1.30pm

**KBA 2109 - PRINCIPLES OF MANAGEMENT**

**INSTRUCTIONS TO CANDIDATES**

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

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**QUESTION ONE (30 MARKS)**

**ROLLS ROYCE COMPANY**

Rolls Royce is a market leader in propulsion and distributed energy systems for both the defense and civil aerospace markets. Their commercial markets cover nuclear, gas turbine, and diesel technologies to power everything from small planes and trains to entire cities. The aerospace applications for innovation are where Rolls Royce has made significant investments and reaped interesting rewards. On the defense side of their business, they have over 16,000 engines in service. In the civil aerospace side of their business, they provide engines to airlines, private business and engines for helicopters.

The nature of the aerospace industry has relatively high barriers to entry as the cost for entry is high and requires specific skills and expertise. Visionary Leadership back up by effective planning processes influences employees to create a better organizational structures that capture their business needs and solve problems in creative and innovative ways. Visionary leaders see the capabilities in others while providing effective leadership. Coordination of the key business functions to boost employee productivity is also deemed key in articulating issues that fail business especially in the wake of globalization. This creates a positive momentum and endurance for all employees in Rolls Royce to thrive.

However, the visionary leadership style coupled with proper control techniques are most effective when an organization needs a new and clear direction to follow as witnessed in Rolls Royce. Employees or people who performed under visionary leaders always enjoy working with them and reach their full potential as well as find meaning in their work. These initiatives are further made possible by adoption of technology that pushes further growth and development of employees leading to massive contributions in a digitally enabled economy.

### **Required**

- a) Advice the management of Rolls Royce on the key steps in the planning process that enhances further growth and development of all organizational functions  
(6 Marks)
- b) Explain the requirement for sustainable competitive advantage to the management of Rolls Royce.  
(6 Marks)
- c) Highlight the barriers to effective communication to the management of Rolls Royce that derail the coordination process.  
(6 Marks)
- d) Explain the importance of effective leadership practices to the management of Rolls Royce.  
(6 Marks)
- e) Explain to management of Rolls Royce the various ways of employee placement aimed at sustainable organizational performance.  
(6 Marks)

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

- a) With an aid of a diagram, explain the integrative role of management in organizations today  
(10 Marks)
- b) Evaluate the barriers to effective planning in contemporary organizations.  
(10 Marks)

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

- a) Examine the factors that determine the process of policy formulation in present day organizations.  
(10 Marks)
- b) Analyze the fundamental principles of management according to Fredrick Taylor.  
(10 Marks)

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

- a) Describe the various types of Co-ordination Techniques adopted by present day organizations.  
(10 Marks)
- b) Highlight the differences between a traditional working environment and modern day team environment.  
(10 Marks)

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

- a) Explain the essential necessities of a good control system.  
(10 Marks)
- b) Evaluate the steps involved in the decision making process in modern organizations.  
(10 Marks)