



TECHNICAL UNIVERSITY OF MOMBASA

School of Business

Department of Business Administration

UNIVERSITY EXAMINATION FOR:

BACHELOR OF MATHEMATICS & COMPUTER SCIENCE (BMCS)

AND BACHELOR OF MATHEMATICS & FINANCE (BMSF)

BMG4250: PRINCIPLES OF INDUSTRIAL MANAGEMENT

END OF SEMESTER EXAMINATION

SERIES: APRIL 2025

TIME: 2 HOURS

DATE: Pick Date Apr 2025

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

Question ONE

- a) Managers are classified according to a hierarchy of authority and perform different tasks. Explain three ways of classifying managers. (10 marks)
- b) The Scientific Management Theory was pioneered by Fredrick Winslow Taylor and it sought to scientifically determine the best methods of performing any task, and for selecting, training and motivating workers. He believed in the scientific determination of the best man-machine combination. Discuss guidelines developed by Taylor on running organizations. (10 marks)

There are a number of factors that may limit the effectiveness of plans, these are:

- a) Lack of Environmental Awareness: manager may not have sufficient knowledge about the organisation to embark on the planning process. Such information includes information on profitability, and more importantly, information on which resources to use for achieving organisational goals.

- b) Lack of organisational Knowledge: This usually characterises those who have lack of confidence in their abilities, and have no knowledge about the organisation in terms of goals, sub-units etc.
- c) Resistance to Change: Changing the organisational structure situation is one of the consequences of planning and some members may resent change. This tends to reduce the effectiveness of planning.
- d) Time and Expense: Planning costs money and time, and sometimes sacrifices have to be made. Some members may be unwilling to make such sacrifices, preferring instead to tackle problems as they arise.
- e) Lack of Knowledge of the Benefits from Planning: If organisational members are not enlightened on the benefits from planning they may not be keen to implement plans.
- f) Lack of Involvement: If those who are supposed to implement the plans are not involved in the planning, they may not be enough information to enable effective planning.
- g) Lack of Managerial Commitment or Support: it should be borne in mind that top managerial support is instrumental for effective planning since it ensures that all the policy frameworks is set in place and that all the required resources are provided
- c) What are the barriers to effective planning and how can the organization overcome them? (10 marks)

Question TWO

What factors influence the span of control? Factors that influence organising.

The following are factors that influence the span of control

- a) The competence of both boss and subordinates: - Generally if the subordinates are more competent, then they will need less supervision, in which case the manager could afford a larger span. Conversely, if the manager is incompetent, then a smaller span would be more appropriate.
- b) Similarity / Dissimilarity of work supervised: - If task performed by various subordinates are similar, then a larger span is manageable.

c) **Extent of New Problems in Managers' Departments:** - If the manager is not likely to encounter any significant number of new problems in his department, then he would be able to handle a larger span.

d) **Extent of Clear Operating Standards, Policies and Manuals:** - Where clear policies and procedures are in place then a larger span would be more logical.

e) **Geographical distance:** - If functions entail a wide geographical coverage, then smaller span would be practical

a) Analyze factors that influence the span of control in an organization? (10 marks)

b) Explain the concept of coordination. What are the two main types of coordination? (10 marks)

Question THREE

a) Delegation is the act of empowering a subordinate to make decisions. What are the steps in the delegation process? (10 marks)

b) What are the factors that influence the control environment in an organization? (10 marks)

Question FOUR

There are certain skills that are considered necessary for effective leadership. Five such skills are:-

a) **Empowerment.** This refers to the ability to share power with subordinates. Effective managers have the ability to delegate to subordinates and make them feel important.

b) **Vision.** The foresight, ability to look ahead, give subordinates strategic direction.

c) **Value Congruency.** The ability to reconcile values, say those of the organisation and those of employees. It entails fostering goal congruency – finding a common link between contradicting goals.

d) **Intuition.** This refers to the sixth sense – the ability to sense problem from symptoms. It is important for problem solving as well as strategic planning.

e) **Self-understanding.** It relates to the ability to understand one's strengths and weaknesses. It involves critical evaluation of one's self and helps of formulating strategies that make the most of strengths and minimise negative

impact of weaknesses

- a) Discuss Herzberg Two factor theory of Motivation and its contribution to management. (10 marks)
- b) Discuss the Principles of coordination function of management. (10 marks)

Question FIVE

- a) Every business enterprise or plant whether new or already established would need finance for its various programmes like new project implementation, expansion, modernization etc. Elucidate on three internal and external sources of finance an organization can draw from. (10 marks)
- b) Job analysis is a scientific and systematic analysis of jobs. Data collected in job analysis forms a basis for two major documents. Explain in details the content of the two documents. (10 marks)