

SOLUTION 1

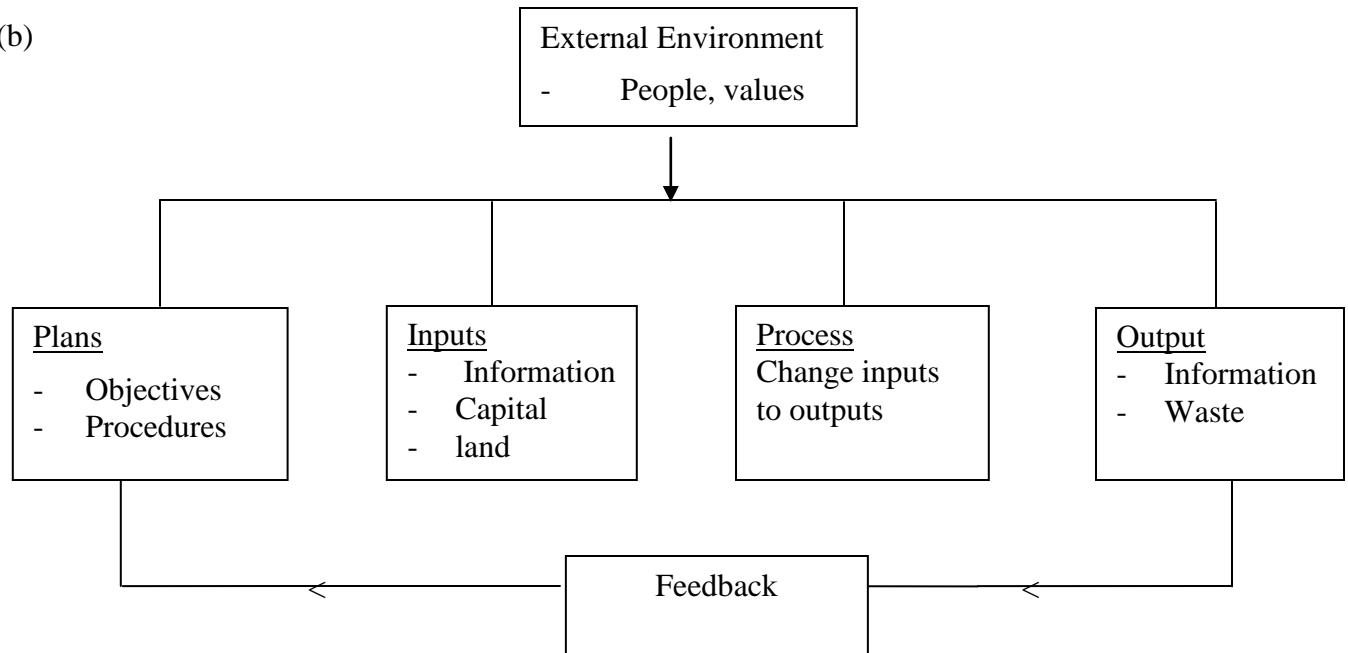
- a) Managers need the following skills in the performance of their managerial functions;
 - i) Conceptual and decision skills. This involves the manager's ability to recognize complex and dynamic issues, examine the numerous and conflicting factors that influence these issues or problems, and to resolve the problems for the benefit of the organization and its members.
 - ii) Technical skills deal with the manager's ability to perform specialized tasks that involves a certain method or process.
 - iii) Interpersonal and communication skills – involves understanding people and being able to work with them. Managers spend a lot of their time interactions with people and therefore must develop the abilities to lead, motivate, and communicate effectively with those around them

- b) Social responsibility is the obligation businesses have to provide goods and services, which reflect the needs of users and society as a whole. This can be categorized into;
 - i) Economic responsibilities where businesses are to produce goods and services that society wants at a price that perpetuates the business and satisfy its obligations to investors.
 - ii) Legal responsibilities to obey local, state, and international laws and
 - iii) Ethical responsibilities – include meeting other societal expectations not written in law.

SOLUTION 2

- a) A system approach to management views management as consistency of a set of interrelated activities which work together to achieve a purpose. A basic system is made up of inputs and outputs.

(b)



A System Approach

External Environment is made up of factors, or conditions outside the control of the organization's members. The external environment is scanned to identify important factors that affect its operations.

Input

An Input is anything or something that is put into a system. A system receives inputs from its external environment. Some of the inputs an organization receives are raw materials, people, information, beliefs, rules etc.

Process

Processes are systems arrangements that are put in place to convert or change inputs into outputs. Systems are made up of processes as communication, training, motivating etc.

Outputs

Outputs are anything that come out of a system into the organizations environment. Output can either be positive as information ideas, product, and service or negative as waste.

Feedback

Feedback refers to the information or reaction about the performance of an out from the system. In all organizations feedback is essential to the working and survival of the organization. Feedback occurs when an environment reacts to an action or behavior.

c)

- a. One of the duties of a middle manager is to coordinate the efforts of the department with other departments ensuring that coordination takes place is very important for any organization as its leads to effective team spirit and gives proper directions.

- b. The middle manager also carries out activities that enable the department to grow. He or she does this by ensuring that the right employees with the needed skills are hired and also trained to be abreast with the current skills needed.
- c. The middle manager also supervises the activities of employees by setting the agenda for the department and delegating responsibilities to the first level managers.
- d. The middle manager also motivates his or her staff. Some of the methods used are incentives, recognition and job advancement. Motivating staff is important as it ensures loyalty and also it creates the morale of the department in particular and the organization as a whole
- e. A middle manager also sets goals for their departments. These goals are needed in order for the vision of the organization to be achieved. The goals are achieved by the crafting of strategies.

SOLUTION 3

a) Role of Communication are:

- i) Provides a common thread for the management of process of planning, organizing, leading and controlling. For management to make the necessary decisions for planning, coordinating and control, they should be aware of what their departments are achieving, what they are not achieving and what they should be achieving.
- ii) Enables managers to draw on the vast array of talents available in the multicultural world of organization
- iii) Gives employees job meaning, personal development possible, and acts as a motivator as well as oiling the wheels of labour relation.

b) Barriers and Remedial measure

- i) Noise – Anything that interferes with the effectiveness of communication.
- ii) Semantic Problem – the poor choice and or use of written or spoken words can reduce communication effectiveness.
- iii) Code of Feedback. – Failure to provide the sender with cues as to how the information has been received reduces communication effectiveness.
- iv) Poor use of communication channels: Managers use a variety of oral, written, and non verbal channels to communicate every day. When these channels are not used well it brings about problem in communication.

- v) Physical distractions such as an environment with too much background noise, telephone interruptions, drop – in visitors, and lack of privacy can reduce effectiveness of communication.
- vi) Status effects – the tendency of people in lower – level positions in organizations to filter information going to higher levels. Filtering of information is often caused by status differences and the tendencies to create special barriers between managers and their subordinates.
- vii) Differences in background – might result in failure to understand and the other’s point of view, and sense of values and priorities, and failure to listen to the information the other person is giving is the information ridged according to the person who gives it.
- viii) Personal conflict or antagonisms – Emotions will creep into communications and further hinder the transmission of clear information.

SOLUTION 4

A.

- a) A factor that influences the layout of a facility is government legislation. To protect citizens, governments put in place regulations as to the disposal of waste and safety of offices.
- b) The headroom that is the distance between the factory floor and the ceiling also influences the layout. The distance depends on the type of material handling tools and equipment therefore needs high headroom.
- c) An office or workplace should be designed in such a way that it promotes easy access. Access is the ease with which employees are able to move about in the performance of their duties. A good layout requires that there is free movement of men, materials and machines. This assist in the prevention of accidents at the work place.
- d) The production process generates waste as a byproduct. In laying out a facility it is important that it is designed in such a way that there is efficient means to dispose off waste. This is important due to the healthy environment within which employees have to work.
- e) An objective of a layout is to assist the business to maximize its profit by reducing cost of production. To achieve this goal, it is important that the layout has a good ventilation system. This is imperative when the production processes generates a lot of heat.
- f) A factor that should be taken into consideration in determining a facility layout is the ease of future expansion. Facilities should be laid out in such a way that its expansion can be carried

out when the need arises. It therefore calls for the need for a layout to be flexible.

B. 3 means of segmentation

- a) A means to segment the market is the use the geographic factors. Geographic segmentation is where organization segments the market by dividing the entire markets into regions, districts, cities etc. Due to the differences in customer features in these areas; it is possible to design marketing programmes that meet the needs of each geographic area.
- b) Another means to segment the market is to use social classes. Social classes refer to homogeneous features of a social group in the market. Such groups have familiar, values, interests and behaviours. In using this segmentation tool, the market can be divided into upper class, middle class and lower class.
- c) The price of the product can also be used to segment the market. A look at the market shows that there are variations in household income. As personal incomes range from high to low an organization can offer products with different prices targeted at the various income groups. For example some products would be cheap, others medium – priced and some expensive.
- d) The educational level of customers or people can be used to segment the market. The educational level of people influences their purchasing behaviours. It also influences how people respond to changes in the marketing mix. Hence customers can be grouped as illiterates, primary school learners, etc and marketing activities targeted at them.

C. Meaning of Place.

Marketing is the managerial take out process which is responsible for identifying, anticipating and satisfying the needs of clients. In order to achieve this goal, the final product has to get to the customer. Place in marketing refers to any way or means that customers can obtain a product or receive a service. This is also known as distribution. Distribution can either be indirect or direct. Provision of a product or service can be carried out by channels as rental store, mail, etc. A key factor for profit maximization is the ease with which can goods are made available to customers.

SOLUTION 5

- a. Change management is the process of planning and implementing change within an organization. The change may involve the transformation of the organizational structure or the development of new products or services or a change in work processes in response to changes in the environment.
- b. Any of the following conditions may induce or drive change in an organization:
 - i. Increased competition may create pressure for improved services by an organization or require it to be fast onto the market hence requiring a change in work practices.
 - ii. When new technology becomes available, an organization may wish to adopt it in an attempt to reduce cost and improve upon the quality of its products and this call for a change in processes.

- iii. Political changes in the environment like new laws, policies and regulations from government or its regulatory agencies may require a change or a re – alignment in operational processes.
 - iv. Poor performance in terms of financial results may also trigger a change in the operations of an organization in order to improve performance.
- c. Some of the reasons why employees resist a change in an organization include:
- i. The fear of loss of job or transfers, to another job. This happens when the employees are not involved in the change.
 - ii. Employees who have reason to believe that they will lose their status in the organization after a change will likely oppose it.
 - iii. Social disruption- the feeling that one may move away from friends at the work place or travel to another location, leaving the family behind is another reason for resistance to change.
 - iv. The fact that the implementation of change will require the learning of new skills in a good reason why employees especially older ones, might resist the change.
 - v. Employees who fear that the skills they possess will be rendered redundant after a change will more likely resist it because their worth in the organization will diminish.

SOLUTION 6

- a. Centralisation is the extent to which authority is retained at the top level of the organization where as decentralization refers to a situation where subordinates are allowed to make decisions at the lowest competent level.
- b. Advantages of centralization include the following:
 - i. There is the possibility that effective control can be exercised over employees by senior managers.
 - ii. Administrative costs are said to be low in a situation where decisions are made at top management level as little but costly mistakes by junior managers are avoided.
 - iii. Supporters of centralization claim it eventually leads to effective use of skilled staff, high morale and hopefully high productivity.

Disadvantages include:

- i. Some people have argued that centralization causes delays in decision making as managers at the top level will be overburdened.
- ii. Centralization does not allow the skills and talents of subordinates to be put into effective and full use, thus denying the organization of available resources.
- iii. Another disadvantage of centralisation is that it leads to low morale of employees as they may feel alienated.

SOLUTION 7

(a) The key activities of HRM

1. Human Resource Planning

Human Resource Planning is one of the key activities of human resource management. The activity requires that the human resource manager ensures that the actual requirements of the human resource needs are met. This assist in avoiding waste seen in overstaffing and understaffing leading to losses of to the organization.

2. Motivation of Staff

The human resource management in an organization has to ensure that, employees are motivated to work. The human resource department achieves this aim by ensuring that employees work under healthy and safety conditions, policies are put in place to encourage worker to give their best. The department has to assist management on determining how to motivate staff.

3. Recruitment and Selection

Another key activity of the human resource management is to carry out recruitment and selection activities for its organization. This activity is key because recruiting and selecting the wrong people for the organization can lead to increase in labour cost. Recruitment involves the process of looking for candidates for employment. Selection looks at the various steps for scanning the candidates and find the one suitable for the job.

4. Performance Appraisal

The human resource management of an organization has to ensure that the performance of staff is managed. Performance management is the process creating a work setting in which people are able to perform to the best of their abilities. To achieve this, the human resource department has to ensure that there is clear job description, provide effective orientation, training and development, and conduct and regular job appraisals.

(b)

Identify and explain 4 external sources of recruitment

a. Press advertisement

This is the means of placing the request for people to apply to your organization or informing people about vacancies in your organization in newspapers or journals. The main advantage of this source is that it has a wide coverage.

b. Educational Institution

Educational institutions like, management institution, universities, colleges among others are a good source for recruiting staff. Some educational institutions provide facilities for campus interviews and placement.

c. Placement Agencies

There are several private placement agencies that undertake recruitment function on behalf of the clients. They charge fees for the services they provide for clients. These agencies function effectively in the recruitment of executives

d. Employee referrals

This is where existing employees of the organization can refer others for some vacant position in the organization. In some organization this agreement is formalized. In that such recommendation or referrals are given priority in the processes.