

SOLUTION 1

- a. Management can be defined as the process of planning, organizing, directing, and controlling the activities of an organization in order to achieve pre-determined organizational objectives.
- b.
 - i. The management function of planning involves setting organizational goals and objectives and the development of strategic options for achieving these objectives effectively and efficiently. Thus, planning relates to deciding what to do, when to do it, who to do it and what resources will be required in achieving goals.
 - ii. Organizing as a function of management refers to the manner the organization assigns tasks and resources to the various sections of the firm and how it goes about accomplishing its goals. In the process of organizing, managers arrange a frame work that links all employees, tasks and resources together so that organizational goals and objectives can be achieved.
 - iii. Directing involves supervising or leading employees to accomplish their tasks, thereby achieving organizational goals. In an organizational setting, directing relates to making assignments, interpreting organizational policies and procedures and informing employees of how they are performing on their jobs. Directing also involves giving counseling to employees and also ensuring they have access to the resources they require to perform their assigned tasks.
 - iv. The management function of control involves the monitoring and evaluation of activities of individuals and departments within the organization. It is the process of determining whether the company's goals and objectives are being attained. This process begins with the setting of performance standards for employees and departments, monitoring standards, measuring performance against standards to ascertain whether or not they are being met and where they are not, corrective action is taken.

SOLUTION 2

FROM: Accounting Officer
TO: Human Resource Manager
SUBJECT: Disciplinary Procedure

The following is a recommended six step disciplinary procedure:

- i. If the offence committed is a minor one and the individual involved is a first offender, he can be given a verbal caution by his immediate supervisor.

- ii. If after step (i) the employee commits an offence of a serious nature, or repeats an offence for which he had already been verbally cautioned, a written warning must be given to him and a copy put on his personal file.
- iii. Where an offence is of a mere serious nature or where there have been repeated problems, then the employee concerned may be suspended from work for a period without pay.
- iv. The next serious step to take is to demote the employee to a lower position or reduce his salary. This course of action has negative implications as the employee concerned may feel dissatisfied.
- v. The ultimate disciplinary action to take against an employee is to terminate his appointment with or without notice and any benefits due to him paid to him accordingly.
- vi. In all cases, the employee who is being disciplined must be given reasonable opportunity to put up his defence and the reason(s) for the disciplinary action taken against him clearly explained to him.

SOLUTION 3

- a.
 - i. For control to be successfully undertaken, plans must exist which clearly indicate not only targets to be achieved by individuals and units but also rules and procedures which will have to be observed.
 - ii. A suitable organization structure which clearly shows the responsibility of managers for results as well as who must have authority to take any corrective action must exist.
- b. Steps involved in the control process include the following:
 - i. The first is the making of a plan which relates to deciding on what to do and setting desired goals to be achieved. These cannot be control without a plan.
 - ii. The next thing is to record the plan which should indicate standards of efficiency, targets of performance and how it will be measured.
 - iii. The plan must now be carried out by the manager or a subordinate and performance periodically measured.
 - iv. The next stage is to compare actual performance or results with the plan.

- v. Evaluation in the process involves determining whether there is a variance between performance and standard.
- vi. The last stage in the control process is to take whatever recommended action which is necessary to achieve desired goals and objectives.

SOLUTION 4

- a. Quality control relates to ensuring that a product is manufactured or the service provided meets certain design specifications. It involves setting controls for the process of manufacture or service delivery and aims at preventing defective items.

Quality inspection on the other hand is concerned with looking at finished products or supplies received into stock or services which have been provided to determine if they have been up to specification. Inspection is to identify defective products.

- b. The process of quality control involves the following:
 - i. Establishing standards of quality of a product or service. These cannot be control activity without a standard against which performance will be measured.
 - ii. Then next stage in the process is the establishment of the method or procedure to enable operatives and supervisors be clearly aware of how they are expected to carry out their duties.
 - iii. It is important to effectively communicate set standards and procedures to all employees concerned.
 - iv. Manufactured products or services must now be measured against set standards in order to ascertain whether the quality conforms to standards.
 - v. The last stage of the quality control process is the taking of corrective measures when there is a difference between the quality of the product or service and the pre-set standard.

SOLUTION 5

- a. A group can be defined as any collection of people who perceive themselves to be a group. Thus, a group is a group of individuals who share common sense of identity and belonging.
- b. Some characteristics of an effective work group include:

- i. There is free and open communication between members of the group and therefore trust between members.
- ii. As a result of free and open communication between members, there is a clear understanding of the role of each person within the group.
- iii. Because each group member takes active part in deciding group matters, the group is able to generate new ideas.
- iv. Members of an effective team try to help each other out by offering constructive criticisms and suggestions.
- v. The group is sufficiently motivated to be able to carry on working in the absence of its leader.
- vi. Members of the group constantly seek ways to develop their abilities in their work.
- vii. Members of an effective team often have a high commitment to achieve targets and organizational goals.

SOLUTION 6

- i. The first principle a manager should observe to successfully delegate is that there must be a proper balance between authority and responsibility. This means that the person to whom authority is given should be responsible for his actions. Also, he should be in control of all aspects of his performance and not only part of it.
- ii. Another principle of delegation is that the superior who sublets a task to a subordinate cannot delegate responsibility. Although the subordinate is responsible to his superior for achieving results within the delegated authority, the superior in turns remains responsible to top management for the achievement of his or her subordinates.
- iii. Once authority has been delegated, the superior must not expect the subordinate to refer decisions back to him for approval so long as the decision falls within the subordinate's scope of delegated authority.
- iv. It is important that in delegating the superior leaves no doubts about the boundaries of authority because where doubts exist, decision-making will be weak, confused and probably contradictory.
- v. In delegating an assignment, clarity must be of primary concern to the manager. This is because when individuals clearly understand their functions, scope of authority and how

they should relate to other departments, they will be in a better position to contribute towards achievement of organizational goals.

- vi. It should be the case that a subordinate will be report to only one manager in carrying out a duty delegated to him. A subordinate who reports to a single boss will readily accept responsibilities because there will be no role of stress or confusion.

SOLUTION 7

- (a) Motivation can be defined as any influence that causes, channels and sustains people's behavior.
- (b)
- i. The first assumption is that the average human being, unlike what Theory X proposes, does not dislike work but, enjoys it the ways he plays and rest.
 - ii. A second assumption underlying the theory is that given a conducive work environment, the individual will not only accept work but will seek more responsibilities and challenges.
 - iii. The third is that when employees are allowed to direct and control their work, they may achieve higher work output than when they are controlled and directed by external forces by use of the carrot and stick approach.
 - iv. When employees value the rewards attached to work achievement, they become more committed to achieving organizational goals.
 - v. Another assumption of the theory is that contrary to what Theory X proposes employees are as capable of making organizational decisions as one senior managers
 - Vi. Finally, there is the assumption that money cannot always motivate employees as suggested by Theory X.
- (c)
- i. One implication of Theory Y is that employees should now be recognized as people who, when given the right environment, will derive utmost satisfaction from their work.
 - ii. Also, managers must realize that the use of rewards and punishment will not be a way of managing employees if workers were allowed to participate in making decisions involving them and their jobs.
 - iii. Again, managers should understand that the employees of today is better educated and more sophisticated and so more capable of seeking higher and accepting higher responsibilities, not necessarily for rewards but for satisfaction of intrinsic needs.