



No. of Pages - 08

No of Questions - 08

**SCHOOL OF ACCOUNTING AND BUSINESS**  
**BSc. (APPLIED ACCOUNTING) GENERAL / SPECIAL DEGREE**  
**PROGRAMME**

**YEAR I SEMESTER II (Intake IV – Group A)**  
**END SEMESTER EXAMINATION – JANUARY 2016**

**MGT 10125 Principles of Management**

Date : 13th January 2016  
Time : 9.00 a.m. – 11.30 a.m.  
Duration : Two and a half (02 1/2) hours

**Instructions to Candidates:**

- This paper consists of three sections (A, B and C).
- Section A – Answer **all** the questions in the sheet provided.  
Section B – Answer **four** questions out of the five questions given.  
Section C – Answer **one** question out of the two questions given.
- The total marks for the paper is 100.
- The marks for each question are shown in brackets.
- Answers should be written neatly and legibly.

## **SECTION A**

Answer **ALL** Questions.

Mark the most appropriate answer.

1. Selecting and receiving information, scanning periodicals and reports and maintaining personal contacts within an organisation are performed under which one of the following roles of a manager?
  - a. Spokesperson
  - b. Liaison
  - c. Monitor
  - d. Disseminator
  - e. Leader
  
2. Linking and coordinating the organisation with external environment while seeking for business and competitive intelligence is known as;
  - a. Joint ventures
  - b. Inter-organisational partnership
  - c. Building scenarios
  - d. Learning organisation
  - e. Boundary spanning role
  
3. Which one of the following is **not** an essential step of Management by Objective (MBO)?
  - a. Establishment of goals
  - b. Development of alternatives
  - c. Development of action plan
  - d. Review of progress
  - e. Appraisal of overall performance
  
4. The process of organising includes all of the following **except**;
  - a. Division of work
  - b. Delegation of authority
  - c. Establishment of goals
  - d. Allocation of resources
  - e. Formalisation

5. The type of communication that is particularly important in learning organisations is;
  - a. Upward communication
  - b. Downward communication
  - c. Horizontal communication
  - d. Open communication
  - e. Team communication
6. The leadership style which gives high concern for production and low concern for people is;
  - a. Authority-Compliance
  - b. Country Club Management
  - c. Team Management
  - d. Middle of the Road Management
  - e. Impoverished Management
7. Which one of the following is a feature of Decentralised control approach?
  - a. Employees are monitored and controlled closely
  - b. Use of rigid rules and regulations
  - c. High employee absenteeism and turnover
  - d. Employees take initiation and seek responsibility
  - e. Relies on formal hierarchy and positional power
8. The ethical decision making approach that produces the greatest good for the greatest number is;
  - a. Virtual ethics approach
  - b. Utilitarian approach
  - c. Moral rights approach
  - d. Individualism approach
  - e. Justice approach
9. Team norms are developed through all of the following **except**;
  - a. Primacy – first behaviour precedent
  - b. Carryover from other experiences
  - c. Establishment of rules and procedures
  - d. Explicit statements from leaders or members
  - e. Critical events in team's history

10. Which one of the following is **not** a technique of Total Quality Management (TQM)?

- a. Zero defects
- b. Quality Circles
- c. Reduced cycle time
- d. Six Sigma
- e. Benchmarking

**(Total 10 Marks)**

### **SECTION B**

Answer **only four (04)** questions.

#### **Question No. 01**

1. Illustrate the process of management with the help of a diagram.

(4 Marks)

2. Briefly explain the three (3) vertical types of management.

(6 Marks)

3. State five (5) features of bureaucratic organisations

(5 Marks)

4. Discuss the behavioural viewpoint of management along with its basic assumptions.

(5 Marks)

**(Total 20 Marks)**

### **Question No. 02**

1. Briefly explain the two (2) concepts that are instrumental in shaping the administrative model.  
(4 Marks)
  2. Distinguish between 'formalisation' and 'coordination'  
(4 Marks)
  3. Compare and contrast between certainty, risk, uncertainty and ambiguity.  
(6 Marks)
  4. 'Departmentalisation refers to the basis on which individuals are grouped into departments'.
  5. Illustrate three (3) approaches of departmentalisation.  
(6 Marks)
- (Total 20 Marks)**

### **Question No. 03**

1. Distinguish between 'job enlargement' and 'job enrichment'  
(4 Marks)
  2.
    - i. Outline the contingency approach of leadership.
    - ii. State three (3) situational factors on which contingency style of leadership depends.  
(5 Marks)
  3. Illustrate the two factor theory of motivation as proposed by Herzberg.  
(5 Marks)
  4. Discuss the process of communication with the help of a diagram.  
(6 Marks)
- (Total 20 Marks)**

**Question No. 04**

1. Define the term 'ethical dilemma' with an example.  
(4 Marks)
  2. Distinguish between 'knowledge worker' and 'manual worker'  
(5 Marks)
  3. It is often said that being ethical can affect the financial performance of the organisation.  
Comment  
(5 Marks)
  4. Describe three (3) forces of the task environment  
(6 Marks)
- (Total 20 Marks)**

**Question No. 05**

1. Briefly explain two (2) methods of traditional budgeting  
(4 Marks)
  2. Explain the system of Balanced Scorecard using a diagram  
(5 Marks)
  3. Briefly explain the five (5) stages of team development.  
(5 Marks)
  4. Discuss the costs and benefits of teamwork.  
(6 Marks)
- (Total 20 Marks)**

### **SECTION C**

Answer **only One (01)** question.

#### **Question No. 01**

‘Failing to plan is planning to fail’.

Comment on this statement by highlighting the benefits of planning to an organisation

**(Total 10 Marks)**

#### **Question No. 02**

‘There are many different forms of motivation. No single type of motivation works for everyone. People’s personalities vary and so accordingly does the type of motivation, that is most effective at inspiring their conduct.

Comment on this statement by highlighting the important ideas given by various theories of motivation.

**(Total 10 Marks)**