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

**YEAR I SEMESTER II (INTAKE V – GROUP A)**  
**END SEMESTER EXAMINATION – JULY 2016**

**MGT 10125 Principles of Management**

Date : 25th July 2016  
Time : 9.00 a.m. – 11.30 a.m.  
Duration : Two and a half (02 ½) 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 **THREE** questions out of the four 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

### **Question No. 01**

Select the most appropriate answer.

1. According to Henry Mintzberg there are ten sub roles a manager should perform which can be classified under three main roles namely; Interpersonal, Informational and Decisional.

The sub roles are listed in the following groups:

<b><i>Group A</i></b>	<b><i>Group B</i></b>	<b><i>Group C</i></b>	<b><i>Group D</i></b>	<b><i>Group E</i></b>
Figurehead	Entrepreneur	Monitor	Spokesperson	Figurehead
Spokesperson	Leader	Figurehead	Figurehead	Leader
Disseminator	Liaison	Liaison	Negotiator	Liaison

The group which includes ***only*** interpersonal roles is;

- a. Group A
  - b. Group B
  - c. Group C
  - d. Group D
  - e. Group E
- 
2. David is a manager at a leading business organisation. He is expected to settle for a satisficing rather than a maximising solution which is usually descriptive in nature. This suggests that his decisions are based on which of the following models of decision making?
    - a. The bureaucratic model
    - b. The administrative model
    - c. The political model
    - d. The scientific management model
    - e. The classical model

3. The philosophy of management known as total quality management developed primarily out of the work of;
  - a. Frederick Taylor
  - b. W Edwards Deming
  - c. Henry Fayol
  - d. Elton Mayo
  - e. Mary Parker Follet
4. The characteristics of organisational goals include all of the following features **except**;
  - a. Infinite time period
  - b. Specific and measurable
  - c. Linked with rewards
  - d. Realistic and challenging
  - e. Cover key result areas
5. The type of leaders who possess the ability to inspire others to act in a way, which is required to realise the leader's vision and motivating them is known as;
  - a. Inspirational leaders
  - b. Transactional leaders
  - c. Transformational leaders
  - d. Charismatic leaders
  - e. Situational leaders
6. Which one of the following is considered as a process theory of motivation;
  - a. Reinforcement theory
  - b. ERG theory
  - c. Expectancy theory
  - d. Acquired needs theory
  - e. Two-factor theory

7. Few advantages and disadvantages of 'Narrow' and 'Wide' span of control are given below;
- A. High degree of control
  - B. Manager can maintain close contacts with the subordinates
  - C. Low cost
  - D. Facilitate quick decision making
  - E. Close supervision of work
  - F. High level of freedom leading to job satisfaction

Out of the above, the advantages of 'Wide Span of Control' are;

- a. A, B and C
  - b. B, C and D
  - c. C, D and E
  - d. C, D and F
  - e. D, E and F
8. The type of communication which facilitate the sharing of all types of information throughout the company, across functional and hierarchical levels is;
- a. Team communication
  - b. Open communication
  - c. Horizontal communication
  - d. Vertical communication
  - e. Personal communication
9. The ethical decision making approach which considers the individual's long term interest is;
- a. Justice approach
  - b. Virtue ethics approach
  - c. Individualism approach
  - d. Utilitarian approach
  - e. Moral rights approach

10. Which one of the following is a characteristic of a 'team' when compared to a 'group';
- a. There is a designated leader
  - b. Holds individual accountability
  - c. Delegates work to individuals
  - d. Individual work products
  - e. Encourages open-ended discussions.

**(Total 20 Marks)**

### **SECTION B**

Answer **only Three (03)** questions

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

1. Distinguish between theory X and theory Y as given by Douglas MacGregor.  
(04 Marks)
2. Illustrate the inter-relationship among the functions of management.  
(05 Marks)
3. (a) Define 'organisational culture'  
(02 Marks)  
(b) Name three (03) visible components of organisational culture.  
(03 Marks)
4. Discuss to what extent the organisational culture influence to improve the productivity of an organisation.  
(06 Marks)

**(Total 20 Marks)**

**Question No. 03**

1. State two (02) benefits and two (02) problems of Management by Objective (MBO) approach.  
(04 Marks)
  2. (a) Define the term ‘authority’  
(02 Marks)  
(b) Name three (03) distinguishing characteristics of authority.  
(03 Marks)
  3. (a) Name the five (05) steps of organisational planning process  
(02 Marks)  
(b) Briefly explain the five steps stated in 3 (a) above  
(03 Marks)
  4. ‘Planning is foreseeing the future’.  
Justify your answer.  
(06 Marks)
- (Total 20 Marks)**

**Question No. 04**

1. State two (02) problems associated with upward communication.  
(04 Marks)
  2. Distinguish between ‘country club management style’ and ‘authority compliance management style’.  
(04 Marks)
  3. Explain three (03) types of positional power  
(06 Marks)
  4. Briefly explain two (02) types of content theories of motivation  
(06 Marks)
- (Total 20 Marks)**

**Question No. 05**

1. Distinguish between ‘Groups’ and ‘Teams’  
(04 Marks)
  2. State four (04) causes of team conflict.  
(04 Marks)
  3. Illustrate the feedback control model.  
(06 Marks)
  4. Explain the four (04) pillars of total corporate social responsibility (CSR)  
(06 Marks)
- (Total 20 Marks)**

**SECTION C**

Answer **only one (01)** question

**Question No. 06**

Discuss to what extent the knowledge of management theories are applied in today's organisational context.

**(Total 20 Marks)**

**Question No. 07**

Discuss the importance of management in today's turbulent environment by highlighting its important ideas in the 21<sup>st</sup> century.

**(Total 20 Marks)**