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

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

MGT 10225 Principles of Management

Date : 22nd July 2016
Time : 5.30 p.m. – 8.00 p.m.
Duration : Two and a half (02 ½) hours

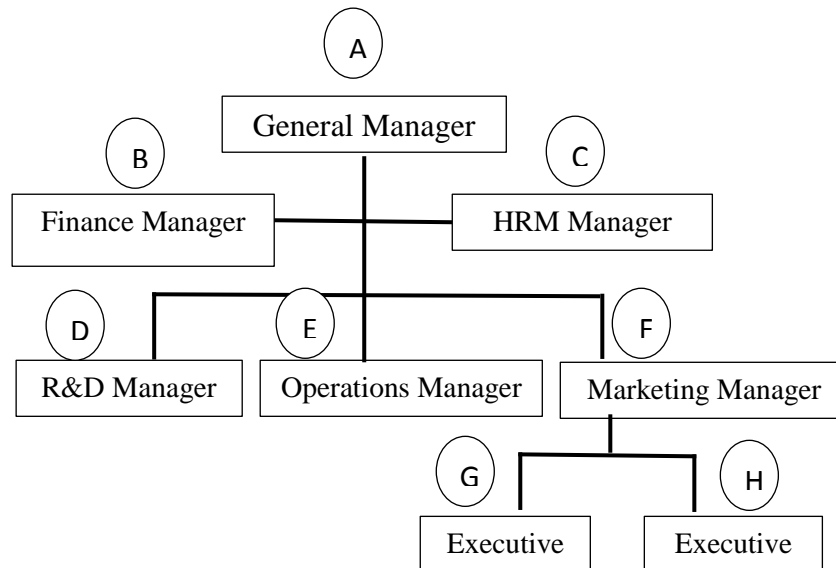
Instructions to Candidates:

- This paper consists of three parts (I, II and III).
- Part I – Answer **all** the questions in the sheet provided.
Part II – Answer **three** questions out of the four questions given.
Part III – Answer **all** the questions
- The total marks for the paper is 100.
- The marks for each question are shown in brackets.
- Answers should be written neatly and legibly.

Part I

Answer **ALL** the questions

Answer Question Nos. 01, 02 and 03 with the help of the following organizational chart.



1. The functional managers are;
 - i. Only A, B, C, D and E
 - ii. Only A, D, E and F
 - iii. Only B, C, D, E and F
 - iv. Only F, G and H
 - v. All A, B, C, D, E, F, G and H

2. The line managers are
 - i. Only A
 - ii. Only A, B, C, D and E
 - iii. Only B, C, D, E and F
 - iv. Only D, E and F
 - v. All A, B, C, D, E, F, G and H

3. The staff managers are;
- i. Only A
 - ii. Only B and C
 - iii. Only G and H
 - iv. Only D, E and F
 - v. Only D, E, F, G and H

Answer Question Nos. 04, 05 and 06 with the help of the following information.

- i. More Conceptual skills, moderate Human skills and little Technical skills
- ii. Moderate Conceptual skills, moderate Human skills and moderate Technical skills
- iii. Less Conceptual skills, moderate Human skills and more Technical skills
- iv. Less Conceptual skills, moderate Human skills and less Technical skills
- v. More Conceptual skills, moderate Human skills and more Technical skills

Comparatively, the degree of skills to be possessed by a:

- 4. Top level manager is
- 5. Middle level manager is
- 6. Lower level manager is

Use the following information to answer question Nos. 7, 8 and 9.

- i. Figurehead, Liaison and Leader
- ii. Figurehead, Disseminator and Negotiator
- iii. Spokesperson, Disseminator and Monitor
- iv. Liaison, Leader, Monitor and Negotiator
- v. Entrepreneur, Resource allocator, Negotiator and Disturbance handler

According to Henry Mintzberg:

- 7. The Interpersonal roles are shown in
- 8. The Informational roles are shown in
- 9. The Decisional roles are shown in

Identify the individuals given below in answering question Nos. 10, 11 and 12.

- i. Elton Mayo
- ii. Mary Parker Follet
- iii. Henry Fayol
- iv. Max Weber
- v. Fredric Winslow Taylor

10. The Scientific management approach was introduced by

11. The Administrative management approach was introduced by

12. The Behavioural approach of management was introduced by

Answer question Nos. 13, 14 and 15 by using the following information.

- i. Coercive power
- ii. Legal power
- iii. Referent power
- iv. Expert power
- v. Reward power

13. The manager in your division imposes a punishment for your late attendance. The source of power that is used in this instance is;

14. Your Finance manager instructs you, as to how you should maintain financial records in order to ensure professionalism in financial reporting. The source of power the Finance manager exercise in this instance is;

15. You represent your boss in an official meeting and act as an agent for your boss.

Under what source of power you represent your boss at the meeting?

(Total 15 marks)

Part II

Answer **Any Three (03)** questions

Question No. 01

Managing by Objective (MBO) is considered as an effective planning method used by most of the organizations

- a. Briefly explain the MBO process using a diagram

(05 marks)

- b. List down the benefits and problems of MBO

(07 marks)

- c. Explain under which level of planning (i.e. strategic, tactical and operational) MBO can be effectively practiced

(08 marks)

(Total 20 marks)

Question No. 02

Organizational structure is a critical factor for the success of managing an organization.

- a. Define organizational structure

(02 marks)

- b. Briefly discuss the difference between tall and flat organisational structure

(04 marks)

- c. List down the advantages and disadvantages of matrix organizational approach

(06 marks)

- d. 'Organisational structure demonstrates the level, position, duties and responsibilities of each division and employee'.

Comment on this statement

(08 marks)

(Total 20 marks)

Question No. 03

Leaders are better than bosses

- a. Distinguish between a leader and a boss

(02 marks)

- b. Authentic leadership is a new concept.

Briefly discuss three (03) characteristics of Authentic leadership

(04 marks)

- c. Illustrate the Leadership Grid

(06 marks)

- d. 'Leaders are made not born'

Comment on this statement.

(08 marks)

(Total 20 marks)

Question No. 04

Controlling is an important function which runs through all the other functions of management

- a. Define organizational control

(02 marks)

- b. Briefly discuss the 03 types of organizational control

(04 marks)

- c. Explain the traditional Balanced Scorecard

(06 marks)

- d. Controlling itself is an integral part of planning.

Comment on this statement

(08 marks)

(Total 20 marks)

Part III

Answer **ALL** the questions

Characters:

Steven, Assistant Department Manager

Kristin, Newly appointed supervisor of Steven's work section

Having done well as a staff accountant in the accounts payable section of a major industrial firm for several years since his graduation from college, Steven felt that he had learned much about the “ins” and “outs” of survival in an intensely bureaucratic organization. It is thus not surprising that he was relaxed and unconcerned about his circumstances at the company as he entered the employee lounge to attend the late-afternoon welcoming reception for his new supervisor.

The new manager of accounts payable, Kristin, had been transferred to Steven’s division from a similar position in another subsidiary of the company because of her proven talent for organizing and improving the efficiency of operations there. A no-nonsense type of manager, Kristin was experienced and determined to perform her new assignment with the same vigor that had brought her so much success throughout her career.

At the reception, Kristin circulated through the room, introducing herself to her new subordinates and asking each of them if they had any suggestions that would help make the payables section a better place to work. When she approached Steven, he told her about something that had been on his mind lately: that people seemed to him to gain promotions and be given opportunities to work overtime based on who liked them, and not on the quality of their work. In reply, Kristin politely stated that she would do everything that she could to see that whatever it was he was referring to would have no place in the team she would lead.

Upon his arrival at work the next day, Steven received a phone call from Kristin’s secretary asking that he meet with his new boss later that morning. He had barely entered her office for the meeting when she looked him straight in the eye and said, “I will not tolerate individuals in this organization who are not good team players. Yesterday afternoon you led me to believe that there are people in this office who are not acting in the best interests of the company, and I want to know who. I want you to tell me the names of the managers you were referring to note, and keep me informed if you see anyone hurting this company, or I’ve got to think that maybe you’re part of the problems around here.” Stunned by both the tone and content of her statement, Steven quickly tried to think of a way to respond.

1. Comment on the leadership qualities of both Kristin and Steven

(06 marks)

2. Explain how Steven would handle the situation

(Hint: Start from identifying an ethical dilemma)

(08 marks)

3. Based on the answer provided in Question No '2' above, discuss what decisions/ alternatives Kristin should take to resolve the issue.

(11 marks)

(Total 25 marks)