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SCHOOL OF ACCOUNTING AND BUSINESS
BSc. (APPLIED ACCOUNTING) GENERAL/SPECIAL DEGREE
PROGRAMME 2013/14

YEAR I SEMESTER II
END SEMESTER EXAMINATION – MAY 2014

MGT 10225 Principles of Management

Date : 26th May 2014
Time : 9.00 a.m. – 12.00 p.m.
Duration : Three (03) 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 the questions.

Underline the most appropriate answer

1) Which of the following is *not* a management principle developed by Fayol?

- i. Impersonality
- ii. Order
- iii. Equity
- iv. Unity of direction
- v. Centralization

2) The initial step of feedback control model is:

- i. Establish strategic goals
- ii. Establish plans
- iii. Establish standards of performance
- iv. Establish the method of feedback
- v. Measure actual performance

3) Which of these is associated with the surface level of corporate culture?

- i. Slogans
- ii. Norms
- iii. Values
- iv. Beliefs
- v. All of the above

4) Technical skills are needed by _____ managers, but especially by _____ managers.

- i. all, top
- ii. few, top
- iii. all, middle
- iv. all, first line
- v. few, first line

- 5) _____ is an on-going plan that provides guidance for tasks or situations that occur repeatedly within an organization.
- i. A multipurpose plan
 - ii. A strategic plan
 - iii. A standing plan
 - iv. An operational plan
 - v. A single-use plan
- 6) The key elements of communication are:
- i. Sender, channel, message, receiver, noise and feedback
 - ii. Sender, channel, message, receiver, noise and perception
 - iii. Sender, channel, message, receiver, encode and feedback
 - iv. Sender, encode, decode, message, receiver and noise
 - v. Sender, message, receiver, encode, decode and perception
- 7) Alfred is a manager at a leading business organization. He is expected to make decisions that require debate, discussion and coalition building. This suggests that his decisions are based on which of the following models of decision making?
- i. The administrative model
 - ii. The political model
 - iii. The scientific management model
 - iv. The classical model
 - v. The humanistic model
- 8) The management style which reflects high concern for both people and production is:
- i. Team Management
 - ii. Country Club Management
 - iii. Middle of the Road Management
 - iv. Impoverished Management
 - v. Authority-Compliance

- 9) Crystal Corporation is designed along a few hierarchical levels. However, nobody at Crystal Corporation seemed to understand that interaction among different functions in an organization is vital. The employees in the engineering department were not in touch with their counterparts in manufacturing to the extent that they did not know what the manufacturing division could produce. This illustrates an example of poor
- i. communication
 - ii. coordination.
 - iii. planning.
 - iv. motivation.
 - v. leadership
- 10) The delegation of power and authority to subordinates is referred to as
- i. need for power.
 - ii. need for achievement.
 - iii. empowerment.
 - iv. passing the buck.
 - v. need of affiliation.

(Total 10 marks)

SECTION B

Answer only four questions

Question No. 01

- 1) Briefly explain the four (4) decisional roles of a manager.
(4 marks)
 - 2) Outline how the contingency view of management thinking differs from other schools of management thought.
(4 marks)
 - 3) Describe the importance of three (3) dimensions of the general environment.
(6 marks)
 - 4) 'Managers fail mainly due to poor communication and poor interpersonal skills' Comment.
(6 marks)
- (Total 20 marks)

Question No. 02

- 1) Distinguish between programmed and non-programmed decisions using examples.
(4 marks)
 - 2) Compare and contrast administrative and political decision making models.
(4 marks)
 - 3) Briefly explain the three (3) levels of plans.
(6 marks)
 - 4) 'Despite the benefits, limitations of planning can hurt organizational performance.' Explain.
(6 marks)
- (Total 20 marks)

Question No. 03

- 1) List six factors that are associated with wide span of control in an organization.
(3 marks)
 - 2) Distinguish between organizational structure and organizational chart.
(3 marks)
 - 3) Briefly explain the factors that influence centralization and decentralization in an organization.
(6 marks)
 - 4) Illustrate the relationship between authority, responsibility, accountability and delegation.
(8 marks)
- (Total 20 marks)

Question No. 04

- 1) Briefly explain three forms of position power. (3 marks)
 - 2) Compare and contrast charismatic and transformational leaders. (4 marks)
 - 3) 'Management cannot replace leadership.' Comment. (6 marks)
 - 4) 'Communication permeates every management function.' Explain. (7 marks)
- (Total 20 marks)

Question No. 05

- 1) Briefly explain the three types of organizational control. (3 marks)
 - 2) Describe the concept of Total Quality Management (TQM). (4 marks)
 - 3) Briefly explain three job designs that apply the motivational theories to the structure of work in an organization. (6 marks)
 - 4) 'Some people are motivated primarily to satisfy lower level physiological and safety needs while others want to satisfy higher level needs.' Discuss. (7 marks)
- (Total 20 marks)

SECTION C

Answer only one question

Question No 01

‘The importance of management is growing in today’s turbulent environment.’ Discuss.

(Total 10 Marks)

Question No 02

The managers are often in a state of tension to match:

Profits vs. Higher Wages

Expansions vs. Development

Production vs. Pollution

Suppliers' benefits vs. Consumer prices/lower cost

Survival of the business vs. Needs of the stakeholders

Explain to which requirement ethical or legal, you as a manager in a work place would give prominence when balancing these aspects.

Justify your answer.

(Total 10 Marks)