



DIPLOMA
July-December

Special Examination
PM111-Principles of Management

BOTSWANA OPEN UNIVERSITY

Diploma in Human Resource Management
Diploma in Business Management

Principles of Management
PM111

Special Examination

Time Allowed: 3 Hours

Marks: 100

Instructions

1. The examination consists of Four sections: A, B, C and D
2. Begin each to a new question on a new page.
3. Answer questions according to instructions given.
4. Write answers in the answer booklet provided.
5. Write in grammatical English.



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SECTION A

[10 MARKS]

Answer ALL questions. Each question carries ONE (1) mark.

Choose the best answer from the given alternatives

1. _____ is not an advantage of an organisational chart.
 - A. Clearly shows lines of communication
 - B. Shows span of control
 - C. Frees up line managers
 - D. Indicate levels of responsibility and accountability

2. Job rotation refers to _____.
 - A. Changing employment
 - B. Changing career
 - C. Changing job title
 - D. Changing jobs to eliminate monotony

3. What is the name given to items that are to be discussed in a meeting?
 - A. Statements
 - B. Agenda
 - C. Minutes
 - D. Notice

4. Which one of the following is not one of the steps in controlling?
 - A. Problem solving
 - B. Establishment of standards
 - C. Comparison of results
 - D. Analysing deviations



5. Which of the following technique can increase motivation?
- A. Resignation
 - B. Fixation
 - C. Frustration
 - D. Discipline
6. _____ is not a source of conflict in an organisation.
- A. Misperception
 - B. Duress
 - C. Difference in goal
 - D. Shared resources
7. Who among the following are at the strategic level of management?
- A. Executive Managers
 - B. Middle Managers
 - C. Junior Mangers
 - D. Departmental Managers
8. _____ is not included in job analysis.
- A. Location of the job
 - B. Description of machines and equipment to be used
 - C. With whom must the job holder interact
 - D. When should the job holder accept promotions



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9. Offer and acceptance have taken place and all the essentials are present. This means that the contract is _____.
- A. Void
 - B. Invalid
 - C. Valid
 - D. Avoidable
10. Which of following is not a category under positional power?
- A. Expert power
 - B. Legitimate power
 - C. Coercive power
 - D. Reward power



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SECTION B -TRUE /FALSE QUESTIONS [10 MARKS]

Answer ALL questions. Each question carries ONE (1) mark

State whether each of the following is True or False

1. To be effective, an organisation must have clearly defined sets of goals and objectives.
2. Monitoring budgets, costs, performance and improvement are part of the management process known as controlling.
3. Mintzberg concluded that managers perform ten interrelated activities that relate to decision making, using information and interpersonal relationships.
4. Intellectual skills are most critical for successful management.
5. Since you cannot measure the “bottom-line” in non-profit organisations, managers do not need to focus on the financial aspects of their operations.
6. An understanding of interpersonal relationships that can be gained from studying the humanities and social sciences play an important role in influencing management skills and practices.
7. A systematic arrangement of people brought together to accomplish some specific purpose is an organisation.
8. All organisations develop a systematic structure that defines and limits the behaviour of their members.
9. Effective management is using staff, time and resources wisely to minimize unnecessary cost to the organisation.
10. Managers can be classified in terms of either their level in the organisation at which they work and/or their area of specialization.



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SECTION C - SHORT ANSWER QUESTIONS [30 MARKS]

Answer all questions from this section

1. Define management. **(3 marks)**
2. What are the essential skills of Managers? **(6 marks)**
3. Write brief notes on Theory X. **(4 marks)**
4. List three types of single-use plans. **(3 marks)**
5. Define the term assets. **(2 marks)**
6. According to Fayol, give three skills that a manager should have for effective planning. **(3 marks)**
7. Outline three (3) objectives of training in an organisation. **(3 marks)**
8. List six components of the macro, external environment. **(6 marks)**



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SECTION D -ESSAY-TYPE QUESTIONS

[50 MARKS]

Answer TWO (2) questions from this section

Question 1

- a) Discuss any three functional areas of management, outlining their roles. **(15 marks)**
- b) Differentiate between centralized goal setting and decentralized goal setting. **(10 marks)**

Question 2

- a) Discuss any three important reasons for organising. **(9 marks)**
- b) Assess the effectiveness of group decision making, by explaining its advantages and disadvantages. **(16 marks)**

Question 3

- a) Leadership and management are two terms that are often confused. Propose five differences between the two terms. **(10 marks)**
- b) Examine the five types/sources of power. **(15 marks)**

END OF EXAMINATION