



BOCODOL

SESSIONAL EXAMINATION  
PM 221

DEGREE  
July - December

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**BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING**

**BACHELOR OF BUSINESS AND ENTREPRENEURSHIP**

**PRINCIPLES OF MANAGEMENT**

**PM 221**

**SESSIONAL EXAMINATION**

**MARKS: 100**

**DURATION: 3 hours**

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



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**SECTION A: MULTIPLE CHOICE QUESTIONS. [20 Marks]**

**Answer ALL the questions. Each question carries one (1) mark.**

**Choose the best alternative answer.**

1. Organisational structure primarily refers to \_\_\_\_\_.
  - A. How activities are coordinated and controlled
  - B. How resources are allocated
  - C. The location of departments and office space
  - D. The policy statements developed by the firm
  
2. The job design would be least formal in a \_\_\_\_\_.
  - A. Matrix structure
  - B. Professional bureaucracy
  - C. Divisionalised structure
  - D. Machine
  
3. The purpose of job enrichment is to \_\_\_\_\_.
  - A. Expand the number of tasks an individual can do
  - B. Increase job efficiency
  - C. Increase job effectiveness
  - D. Increase job satisfaction of middle management
  
4. The concept of power refers to \_\_\_\_\_.
  - A. Defined authority and responsibility
  - B. A relative hierarchical position in an organisation
  - C. The ability to influence the behaviour of others
  - D. The specialized knowledge possessed by an individual



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5. While guiding organisation members in appropriate directions, a manager exhibits \_\_\_\_\_.
- A. Consideration behaviour
  - B. Authoritarian behaviour
  - C. Theory Y behaviour
  - D. Leadership behaviour
6. Which specific needs in the Maslow's hierarchy does government fulfil when it pays employees a salary?
- A. Esteem needs
  - B. Physiological needs
  - C. Safety and security needs
  - D. Self-actualisation needs
7. To which conflict perspective does the following statement refer? "Managers are therefore, are encouraged to maintain an on-going minimum level of conflict that is enough to keep the organisation viable, self-critical and creative".
- A. Human relations view
  - B. Traditional view
  - C. Interactionist view
  - D. None of the above
8. The Botswana human resource management is greatly influenced by acts, regulations, policies and procedures that aim to govern the relationship between those who seek employment and those prepared to offer employment. This is an example of \_\_\_\_\_.
- A. Economic environment.
  - B. Legal environment
  - C. Social environment.
  - D. Technological environment



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9. Which of the following is not a core management skill?
- A. Technical skills
  - B. Conceptual skills
  - C. Human skills
  - D. Intrapersonal skills
10. Functional managers are responsible for \_\_\_\_\_.
- A. For a single area of activity
  - B. To the upper level of management and staff
  - C. For complex organisational sub-units
  - D. For obtaining copyrights and patents for newly developed processes and equipment.
11. The benefits of planning include \_\_\_\_\_.
- A. Improved focus
  - B. Lower labour costs
  - C. More accurate forecasts
  - D. Guaranteed profits
12. \_\_\_\_\_ planning identifies alternative courses of action that can be taken if and when certain situations arise.
- A. Benchmark
  - B. Participative
  - C. Strategic
  - D. Contingency
13. The planning process isn't complete until \_\_\_\_\_.
- A. Future conditions have been identified
  - B. Stretch goals have been set
  - C. Plans are implemented and results evaluated
  - D. Budgets commits resources to plans



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14. A manager's failure to enforce a late-to-work policy the same way for all employees is an ethical violation of \_\_\_\_\_ justice.
- A. Ethical
  - B. Moral
  - C. Distributive
  - D. Procedural
15. The process of management involves the functions of planning, \_\_\_\_\_, leading, and controlling.
- A. Accounting
  - B. Creating
  - C. Innovating
  - D. Organising
16. Top managers tend to rely more on their \_\_\_\_\_ skills than do lower level managers.
- A. Human
  - B. Conceptual
  - C. Decision-making
  - D. Technical
17. The management function of \_\_\_\_\_ is being performed when a retail manager measures daily sales in the dress department and compares them with daily sales targets.
- A. Planning
  - B. Agenda setting
  - C. Controlling
  - D. Delegating
18. \_\_\_\_\_ pay special attention to the organisation's external environment, looking for problems and opportunities and finding ways to deal with them.
- A. Top managers
  - B. Middle managers
  - C. Team leaders
  - D. Supervisors



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19. When a team leader clarifies desired work targets and deadlines for a work team, he or she is fulfilling the management function of \_\_\_\_\_.
- A. Planning
  - B. Delegating
  - C. Controlling
  - D. Supervising
20. The main purpose of organising as a management function is to \_\_\_\_\_.
- A. Make sure that results match plans
  - B. Arrange people and resources to accomplish work
  - C. Create enthusiasm for work to be done
  - D. Match strategies with operational plans



**SECTION B: SHORT ANSWERS QUESTIONS.**

**[30 Marks]**

**Answer all the questions in this section.**

**QUESTION 1**

What do you understand by managerial role? Briefly explain the different roles that managers play in an organisation. **(10 marks)**

**QUESTION 2**

Define the term 'Level of Management'? Briefly describe the different levels of management. **(10 marks)**

**QUESTION 3**

Briefly discuss any two factors that will influence the span of management. **(10 marks)**



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**SECTION C: ESSAY - TYPE QUESTIONS.**

**[50 Marks]**

**Answer any two questions from this section.**

**QUESTION 1**

Define Management and describe its essential characteristics or nature.

**(25 marks)**

**QUESTION 2**

What are the responsibilities of Managers? Discuss the importance of Management.

**(25 marks)**

**QUESTION 3**

Analyse the steps in controlling process and state the essentials of effective controls.

**(25 marks)**

**QUESTION 4**

Define is planning and explain the steps involved in planning.

**(25 marks)**

***END OF THE PAPER!***