

Botswana College Of Distance And Open Learning

In collaboration with

Zimbabwe Open University

Principles of Management

(D-PM 01)

Supplementary Examinations, 2007

Time: 3 Hours

Marks: 100

Instructions to candidates

1. Write your name, centre and candidate numbers on the answer booklet(s) you use.
2. This exam paper consists of **two (2) Sections A and B**
3. Answer the questions in each section according to the instructions given at the beginning of each question and sub-question.
4. Answers should be written in the booklet provided.
5. Start your answer to each question on a new page in the answer booklet.
6. When you have finished writing, tie together all the answer booklets you want to be marked.

Answer all questions in Section A and any two in Section B

SECTION A

Question 1

- (a) The concept of an organisation as an open system suggests the importance of an environment to the organisation.

From the above statement, define the following terms:

- (i) A system [2 marks]
(ii) Environment [1 mark]

- (b) Differentiate between

- (i) Bounded and rationality decision making [4 marks]
(ii) Fixed costs and variable costs [4 marks]

- (c) To increase sales revenue by 10% in 2008, we should increase the selling price of a machine by P10.

- (i) Analyse the above objective using specific, measurable, attainable, realistic and time (SMART) criteria. [5 marks]

- (ii) Evaluate the importance of objectives to an organization. [3 marks]

- (d) Discuss the limitations of the trait theory of leadership. [6 marks]

Total [25 marks]

Question 2

- (a) *The success of an organisation depends on the external environment in which it operates.*

Discuss the impact of the following external environment components on the organisation.

- (i) Technology [5 marks]
- (ii) Economic environment [5 marks]
- (iii) Social environment [5 marks]
- (b) *Many companies have committed themselves to ethical questions, when faced with a problem.*
- (i) Define the term 'ethics'. [2 marks]
- (ii) Outline any four (4) ethical terms in organisations. [4 marks]
- (c) Compare leadership with management. [4 marks]

Total [25 marks]

SECTION B

Question 3

- (a) Mr Alex is the Production Manager of a Steel Production Company. Usually if there is a decision to be made, he prefers the decision to be made by several people, working as a group.
- (i) Why would you support Mr Alex's idea of group decision-making? [5 marks]
- (ii) What are the disadvantages of group decision-making? [5 marks]
- (iii) Recommend the five (5) methods that he can use when making decisions as a group. [15 marks]

Total [25 marks]

QUESTION 4

- (a) With the aid of a diagram, show how skills required for management varies with the level of management. [15 marks]
- (b) According to Kreitner, what are the implications of the following to the manager?
- (i) Limited resources [4 marks]
- (ii) Efficiency versus effectiveness [6 marks]
- Total [25 marks]

QUESTION 5

- (a) In the new century, the challenges for management are intensifying. Distinguish four concurrent challenges that managers face as we enter this new century. [16 marks]
- (b) Examine the various roles played by the following:
- (i) The Board of Directors [5 marks]
 - (ii) Managing Director [1 marks]
 - (iii) Executive Director [2 marks]

Total [25 Marks]

QUESTION 6

- (a) Using a bakery as an example, illustrate how, as an open system, it relates to its environment. [15 marks]
- (b) Are management functions and management processes the same or different? Support your argument with examples. [10 marks]

Total [25 marks]

[3 marks]

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**Principles of Management
(D-PM 01)**

Final Examinations, 2008

Time: 3 Hours

Marks: 100

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FINAL EXAM

Section A

[50 marks]

ANSWER ALL QUESTIONS IN THIS SECTION.

PART 1

QUESTION 1

[25 Marks]

Part 1 (multiple choice) [15 marks]

1. **Who is a lower level manager?**
 - A. Chief Executive Officer
 - B. Accounting Supervisor
 - C. Managing Director
 - D. Board of Directors

2. **What is the power to command called?**
 - A. Authority
 - B. Leadership
 - C. Accountability
 - D. Delegation

3. **What are single use- plans ?**
 - A. are temporary plans developed to achieve specific purposes
 - B. explicit and are substitute for decision making
 - C. are standardised approaches for handling recurrent situations
 - D. used for handling organisational activities that occur regularly

4. **Why are budgets important in organisations?**
 - A. they save time
 - B. they are flexible and offer innovation and change
 - C. they help to maintain records of organisational performance
 - D. they support the vision of the organisation

5. **What is one of the disadvantages of group decision-making?**
 - A. It keeps interaction between members to a minimum
 - B. Communication is difficult
 - C. A number of solutions are developed
 - D. Power struggles may develop among members

6. **What happens if Peo is more dependent on Lame?**
- ~~A.~~ Peo will have more power over Lame
 - B. Lame will have more power over Peo
 - C. Lame will be easily influenced by Peo
 - D. Lame will be accountable to Peo
7. **Who pioneered the Scientific Management Theory**
- A. Elton Mayo
 - B. Douglas McGregor
 - C. Chester Barnard
 - D. Fredrick Taylor
8. **Which of the following is limitation to effective coordination?**
- A. Difference in time orientation
 - B. Attainability
 - C. Consistency
 - D. Coherence
9. **Which leadership theory identifies attributes that a leader should possess in order to be effective?**
- A. Ohio-state studies theory
 - B. Situational theory
 - C. Fiddler's theory of leadership
 - D. The trait leadership theory
10. **Which of the following are some of Max Webber's fourteen management principles?**
- A. Order equity and leadership
 - B. Order, discipline and equity
 - C. Discipline, leadership and equity
 - D. Planning, order and discipline
11. **What are values?**
- A. An obligation to do something in terms of the law
 - B. An entitlement to claim action
 - C. Relatively permanent desires that seem to be good in themselves

~~D.~~ The right or wrong concept used in making decisions

12. What is the larger, external environment that an organisation has no control of called?
- A. Supplies
 - B. Macro environment
 - C. Publics
 - D. Micro environment
13. What role is a manager carrying out if he attends a ribbon-cutting ceremony?
- A. Monitor role
 - B. Leader role
 - C. Disseminator role
 - D. Figure head role
14. Which functional area of management is concerned with the acquisition of material and equipment?
- A. Public relations function
 - ~~B.~~ Purchasing function
 - C. Production function
 - D. Financial function
15. What is an open system?
- ~~A.~~ is reliant on the environment and interact with it
 - B. can function interdependently of its environment
 - C. supplies its own inputs
 - D. does not get inputs from the environment

Part 2

[10 marks]

1. Identify any two barriers to effective control. [2 marks]
2. Who carries out strategic planning in organisations? [1 mark]
3. List two ways in which managers acquire management skills. [2 marks]
4. Outline one technique used in group decision making. [1 mark]
5. What is organizing? [2 marks]
6. List any two current challenges in management. [2 marks]

Question 2

[25 Marks]

You have been appointed a manager of an expansion project that ~~your~~ organisation is undertaking. You are responsible for making decisions regarding the project, as well

as budgeting and planning. You have to minimise costs as much as possible, more especially variable costs.

You decide that the first step is to inform the community about the envisioned expansion and how it is going to affect them and make some donations to charities as part of your social responsibility program.

Required:

- (a) Differentiate between fixed costs and variable costs [4 marks]
- (b) List and explain the three types of plans that support this project. [6 marks]
- (c) Define management as a process. [2 marks]
- (d) The decisions about this project that have to be made vary in terms of their content and uniqueness.
Discuss the following types of decisions
 - (i) programmed decisions [3 marks]
 - (ii) non-programmed decisions [3 marks]
- (e) List any two differences between yourself as a manager, and someone who is a leader. [4 marks]
- (f) What is a budget and why is it necessary to follow steps when budgeting takes place in organisations? [3 marks].

SECTION B**[50 marks]**

There are four questions in this section, answer any two. Each question carries
25 marks

Question 1

- (a) Formulating goals is a crucial step in the planning process and if clearly defined, deviations can be detected and rectified. These goals need to meet certain specifications in order to fulfill their purpose.

Required:

Discuss any five specifications that have to be satisfied when setting goals
[15 marks]

- (b) Publics can either promote or hinder an organisation in its goals.
Explain any 5 types of such publics [10 marks].

Question 2

Organisations are not self sufficient, nor are they self-contained. The system approach views an organisation as an open system with various systems.

Required:

- (a) Using a bakery as an example, illustrate an organisation as an open system
[15 marks]
- (b) Explain the relevance of the systems theory in organisations [10 marks]

Question 3

Your colleague, Tseo, has just been appointed the coordinator of a training division and supervises ten employees.

Discuss the 5 types of power that she has over her subordinates. [15 marks]

- (b) Accounting supervisors are involved in budgeting as part of their duties. They prepare different types of budgets.

Required:

Discuss what is contained in the following types of budgets:

(i) capital expenditure

[5 marks]

(ii) financial budgets

[5 marks]

Question 4

Village Mine wants to expand its operations and increase production to 14.5 million tons of coal per year and its 2000 employees have to contribute to the attainment of this goal. This will require good organisation of resources and you have been given that responsibility of organizing to ensure that resources are utilised optimally.

- (a) Discuss the five steps you will follow in the organizing process [15 marks]
- (b) Having organised your resources, procedures and assigned tasks, you have to coordinate these activities to ensure that the goal of production achievement is achieved.

Required:

Elaborate on the following approaches to achieving effective coordination that you have decided to apply.

(i) increasing coordination potential

[5 marks]

(ii) basic management techniques

[5 marks]

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Principles of Management

Final Examinations: 2009

Marks: 100

Instructions

1. The examination paper consists of **two** sections: **A** and **B**.
2. Answer all the questions in **Section A**.
3. Answer any two questions in **Section B**.
4. Total mark is **100**.
5. Answer each question according to instructions given at the beginning of each section.

SECTION A**[50MARKS]****PART 1****Multiple Choice Questions****(15 Marks)****Answer ALL Questions in this Section.****Question 1**

Which scientific management principle involved closely studying metal cutting operations and collecting extensive data is:

- A. Time motion study
- B. Standardisation
- C. Pay incentives
- D. Selection and training

Question 2

The management theory, which is based on the Hawthorne experiments, is:

- A. Classical management approach
- B. Scientific management approach
- C. Human relations approach
- D. The contingency approach

Question 3

The type of resource controlled using performance measurement and appraisal is:

- A. Physical resources
- B. Informational resources
- C. Financial resources
- D. Human resources

Question 4

When a manager performs ceremonial duties is regarded as:

- A. Monitoring role
- B. Disseminator role
- C. Figure head

D. Liaison role

Question 5

A dynamic management approach, which emphasizes eliminating errors to create products with zero defects, is known as:

- A. Ethics and social responsibility
- B. Total Quality Management
- C. Globalisation and management
- D. Cultures and multiculturalism

Question 6

Which environment is a manager in control of?

- A. Market environment
- B. Macro environment
- C. Micro environment
- D. Political environment

Question 7

Which functional area of management is responsible for locating sources of supply?

- A. Marketing
- B. Production
- C. Personnel
- D. Purchasing

Question 8

Which functional area of management is concerned with making the product known to customers?

- A. Marketing
- B. Human resource
- C. Financial planning
- D. Recruitment

Question 9

Planning enables an organisation to look at future and reduce likelihood of crises management. This is regarded as:

- A. Change management
- B. Cooperation
- C. Total system
- D. Direction

Question 10

_____ is the proponent of the Behavioral approach.

- A. Frederick Taylor
- B. Elton Mayo
- C. Douglas McGregor
- D. Chester Barnard

Question 11

The decision-making model in which the manager seeks alternative solutions and then selects the practical solution that is likely to achieve the objectives is called:

- A. Rational model
- B. Group decision-making model
- C. Bounded-rationality model
- D. Programmed decision-making model

Question 12

Under the trait leadership theory when a leader who is effective due his/her academic work and knowledge is associated with which of the following characteristics:

- A. Status
- B. Capacity
- C. Responsibility
- D. Achievement

Question 13

Which is the following best explains how political behavior can be reduced in organisations?

- A. Punishing those engaged in conflicts
- B. Setting clear limits of authority and responsibility
- C. Centralising decision-making authority
- D. Setting strict rules and regulations

Question 14

The leadership components which bilges an individual to perform assigned duties is responsibility and between managers and leaders?

- A. Accountability
- B. Power
- C. Responsibility
- D. Delegation

Question 15

The types of costs that vary according to scope of operation are called:

- A. Fixed costs
- B. Variable costs
- C. Semi- variable costs
- D. Operating costs

SECTION A**[35 MARKS]****PART 2****Answer all questions****Read the scenario below and answer questions that follow:**

Mr. Hankins is the Chief Executive Officer of PEO Investments, accompany that operates in four villages and with 450 employees. The company has five departments namely Supplies, Sales and Marketing, Accounts and Human Resource Department. As part of his responsibilities, he has to oversee all the four branches. The Branch Managers report directly to him. Because of his busy schedules, he usually delegates some of his tasks to the branch managers.

1.
 - a) Define the term responsibility (2 marks)
 - b) At what level of management is Mr. Hankins? Give a reason for your answer (3 marks)
 - c) What is delegation? (2 marks)
 - d) Give two reasons why Mr. Hankins to delegated (4 marks)
 - e) Identify the main managerial skills mostly used by branch managers. (2 marks)

2. With examples differentiate between management functions and management roles
(6 marks)
3. Give four uses of planning to a manager
(4 marks)
4. Briefly explain the meaning of an inventory and give two examples of inventory control systems or methods. (4 marks)
5. Use a bakery as an example of a system and answer the following:
 - a) What is a system (2 marks)
 - b) Name two examples of inputs to a bakery as a system (2 marks)
 - c) Name two examples of outputs of a bakery as a system (2 marks)
 - d) Identify two processes used to transform the above inputs into outputs (2 marks)

SECTION B

[50 Marks]

Answer ANY TWO (2) Questions in this Section. Each Question carries 25 Marks)

Question 1

- a) Describe the Total Quality Management concept in detail. (4 marks)
- b) Give six ways in which a manager can apply the concept of Total Quality Management in an *organization* (6 marks)
- b) Discuss five views of human relations/behavioral approach in contrast to scientific approach on how a manager can improve employee productivity and performance in an organisation
(15 marks)

Question 2

Discuss how any five of the following macro-environment variables may affect the organisation:

- a) Technological environment (5 marks)
- b) Economical environment (5 marks)
- c) Social environment (5 marks)
- d) Physical environment (5 marks)
- e) Political-government (5 marks)
- f) International environment (5 marks)

Question 3

Describe each of the following components of leadership enhances organisational efficiency:

- i) Authority (5 marks)
- ii) Power (5 marks)
- iii) Delegation (5 marks)
- iv) Responsibility (5 marks)
- v) Accountability (5 marks)

Question 4

Discuss the concepts of budgeting and coordination under the following headings:

- a)
 - (i) What is a budget? (2 marks)
 - (ii) Explain three advantages of budgeting (6 marks)
 - (iii) Give three disadvantages of budgeting (3 marks)
- b) Explain the following approaches to achieving effective coordination:
 - (i) Having basic management technique (4 marks)
 - (ii) Increase the potential for coordination (4 marks)
 - (iii) Reduce the need for coordination (4marks)
- c) What is a financial budget? (2 marks)

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

DIPLOMA IN HUMAN RESOURCE

DIPLOMA IN BUSINESS MANAGEMENT

Course Name: PRINCIPLES OF MANAGEMENT

Course Code: PM 101

SESSIONAL EXAMINATION

Marks: 100

Duration: 3 hours

Instructions to candidates:

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

SECTION A:

[20 MARKS]

Write true or false for each of the statement below.

1. The demand for skilled Managers from business and especially government by far outpaces economic growth.
2. The fundamental functions of a manager are linked up in specific sequence to form a process.
3. Leading is not necessarily directing the human resources of the organisation and inspiring them in such away that their actions are aligned with previously formulated goals and plans.
4. Middle management represents the relatively small group of managers who control the organisation.
5. Transformational leaders are similar to charismatic leaders, but are distinguished by their special ability to bring about change.
6. The evolution of management is fascinating and revealing, for it reflects society and its constantly changing needs.
7. The classical approaches extend from the late 19th century to 1950.
8. A Major disadvantage of Administrative approach to management is the fact that the approach postulates that formal authority should be maintained by managers.
9. Forecasting starts with the identification that might provide opportunities or pose threats to an organisation in future.
10. Tactical and operation planning are performed by Top management and lower management.
11. Managers should limit the use of power if they wish to reduce the likelihood of being accused of political behaviour.
12. People can be regarded as one of the sub – systems in the organisation, along with departments, groups and teams.
13. Managerial communication occurs in three forms, namely, intra – personal, interpersonal and organisational communication.
14. Top management is responsible for specific departments of the organisation and is primarily concerned with the implementation of policies, plans and strategies.

15. The process and functions of management involves motivating employees.
16. Strategic planning is performed by middle management with input from the subordinate.
17. Organisations do not necessarily use control procedure to ensure that they are progressing towards their goals and ensure that they are progressing towards their goals and that their resources are being used productively.
18. Teams are emphasised as fundamental units of activity, rather than individual jobs.
19. The contemporary approaches extend from the late 19th C TO 1930.
20. The Contingency approach is based on the systems approach to management.

SECTION B:

[10 MARKS]

This section contains ten multiple choice questions. Choose the best answer from the alternatives given.

1. _____ implies the measurement and correction of the performance of subordinates in order to make sure that the organisational objectives and plans devised to attain them are being accomplished.
 - A. Motivation
 - B. Decision making
 - C. Planning
 - D. Controlling

2. _____ refers to the structure of jobs and positions with clearly defined functions and relationship.
 - A. Formal organisation
 - B. Span of control
 - C. Informal organisation
 - D. Delegation

3. Which leadership style is popularly applied in most organisations which emulates dynamism?
 - A. Democratic
 - B. Dictatorship
 - C. Bureaucratic
 - D. Laizez faire

4. _____ refers to the system by which information is collected, processed and presented to management to help it in making better decisions.
 - A. Business information systems
 - B. Management information system
 - C. Management Systems
 - D. Conceptual Skills

5. Managerial skills are essentials to all of the following levels in the organisation excluding _____.
 - A. Top management
 - B. Subordinates
 - C. Middle management
 - D. Lower management

6. _____ refers to the relationship between people in an organisation based not on procedures and regulations but on personal attitudes, prejudices, likes and dislikes, etc.
- A. Formal organisation
 - B. Human relation
 - C. Informal organisation
 - D. Chain of command
7. _____ is the concentration of power and authority, which may be concentrated in a person or a group of persons in the organisation.
- A. Integration
 - B. Staff functions
 - C. Line functions
 - D. Centralisation
8. The administrative procedures within an organisation may not include the following: _____.
- A. Assisting functional departmental heads with electrical activities and provision of suitable equipment
 - B. Setting up work procedures, schedules and output controls
 - C. Providing license for local authority amenities
 - D. Control and protection of the organisation
9. Which of the following is **not** one of Fayol's principles of management?
- A. Discipline
 - B. Unity of command
 - C. Equality
 - D. Division of work
10. _____ includes the science of planning the budgets themselves and utilisation of such budgets to affect overall management tool for the business planning and control.
- A. Management control
 - B. Budgetary control
 - C. Economic control
 - D. Auditing control

SECTION C:

[30 MARKS]

This section contains three short answer questions. Answer all questions.

QUESTION 1

Distinguish between leadership and management.

(10 marks)

QUESTION 2

Define scientific management, and outline the role Frederick W. Taylor and his contemporaries played in its development.

(10 marks)

QUESTION 3

Write brief notes on Maslow's hierarchy of needs.

(10 marks)

SECTION D:

[50 MARKS]

There are four essay questions. Attempt any two questions.

QUESTION 1

Suppose you are appointed welfare officer for a newly established organisation in Botswana. Explain the factors you would consider in preparing ethical principles for your organisation?

(25 Marks)

QUESTION 2

a) What essential elements will you take into consideration as a manager in implementing a good control system in the organisation?

(15 Marks)

(b) Critically analyse the need for management audit in your organisation's development.

(10 Marks)

QUESTION 3

As a newly appointed manager in your organisation, one of your responsibilities is to have a good plan for your department. With relevant examples, analyse the possible barriers to planning that you are likely to face.

(25 marks)

QUESTION 4

Define management, and with relevant examples explain its major functions.

(25 marks)

END OF PAPER!

DIPLOMA
January - June



Special Examination
HM 101

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

**IN COLLABORATION WITH
ZIMBABWE OPEN UNIVERSITY
DIPLOMA IN HUMAN RESOURCE MANAGEMENT
DIPLOMA IN BUSINESS MANAGEMENT
SUBJECT NAME: HUMAN RESOURCES MANAGEMENT
SUBJECT CODE: HM 101
SPECIAL EXAMINATION**

Marks: 100

Duration: 3 hours

Instructions to candidates:

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5. Write legibly in grammatical English.

SECTION A: [10 Marks]

This section contains ten True/False questions. Answer all questions by indicating True or False on the following statements. Each question carries one mark.

1. Career Development is an on-going and formalised effort that recognises employees as valuable organisational resources and focuses on developing them to their fullest, practical performance potential.
2. The direction phase of career development involves taking action to create and increase skills to prepare for future job opportunities.
3. Organisations should carry out human resource planning so as to meet business objectives and gain an advantage over competitors.
4. The activities of performance management include specifying the tasks and outcomes of a job that contribute to the organisation's success.
5. Job description identifies the tasks, duties, and responsibilities of a particular job.
6. One of the best methods of predicting the future success of prospective employees is to look at their past employment record.
7. Pay-for-performance systems may lead to greater productivity but lower job satisfaction.
8. Effective training can only be carried out on the job rather than off the job.
9. If the organisation has a team structure, managers need not consider individual contribution to team performance when appraising team performance.
10. A defective appraisal process can undermine even the most carefully conceived pay plan.

SECTION B: [10 Marks]

This section contains ten multiple choice questions. Answer all questions by choosing the best answer from the given alternatives. Each question carries one mark.

1. Which of the following is an accurate definition of recruitment?
 - A. The process of attempting to fill gaps that exist in the skills of the current labour force.
 - B. The system of following someone around and noting how they perform their duties.
 - C. The process by which companies fill the need to find new employees.
 - D. A statement that enshrines the fundamental objectives of the company.

2. All of the following are phases of career development except _____.
 - A. Performance Phase
 - B. Direction Phase
 - C. Assessment Phase
 - D. Development Phase

3. Performance Appraisal is a primary HRM process that links employees and organisations and provides input for other processes through these means _____.
 - A. Identification, Measurement, Management
 - B. Assessment, Direction, Development
 - C. Recruitment, Selection, Orientation
 - D. Skill, Effort, Responsibility



4. The systematic process of making job valuation determinations about a job based upon its content and the way in which it actually functions within the organization is called _____.

- A. Job Determination
- B. Job Evaluation
- C. Job Analysis
- D. Job Grading

5. Human Resource Management function does not involves, _____.

- A. Recruitment
- B. Selection
- C. Cost control
- D. Training

6. Job analysis is sometimes called the cornerstone of human resources management. Which of the following is not an objective accomplished through job analysis?

- A. Assisting managers and employees in developing performance appraisal criteria
- B. Helping corporate trainers design the content of training programs
- C. Facilitating compensation analysts in eliminating wage rate compression
- D. Assisting recruiters in establishing job-relatedness of selection requirements

7. _____ is a set of simulated tasks or exercises that candidates usually assessed for managerial positions are asked to perform.

- A. An assessment centre
- B. Reference checks
- C. Interviews
- D. Ability tests

8. Which one is not the specific goal of human resource management?

- A. Attracting applicants
- B. Separating employees
- C. Retaining employees
- D. Motivating employees

9. The criteria for evaluating the effectiveness and results of a corporate training programmes is established during which phase of the systems approach to training?

- A. Needs assessment
- B. Design
- C. Implementation
- D. Evaluation and transfer of training

10. _____ is the acquisition of knowledge, skills, and behaviours that improve an employee's ability to meet changes in job requirements and in customer demands.

- A. Development
- B. Selection
- C. Recruitment
- D. Training

SECTION C: [30 Marks]

There are three short answer questions in this section. Answer all questions. The marks for each question are shown in the brackets.

Question 1

(a) You are an HR employee in a small and growing company. The manager has just heard about performance management and wants to implement it in your company. Suggest strategies that she could consider to produce improvement in performance after assessing performance results.

(8 Marks)

Question 2

(a) Explain how the following HR functions can benefit from job analysis.

- i. Work-redesign
- ii. Training
- iii. Performance appraisal

(6 Marks)

Question 3

(a) State any six ways that can help managers to conduct effective interviews.

(6 marks)

(b) Explain five main disadvantages of an organisational policy of HR succession planning.

(10 marks)

SECTION D: [50 Marks]

There are two questions in this section. Answer all the questions. Each question carries 25 marks.

Question 1

Suppose you are a human resource manager in an organisation and currently, the Top Management are contemplating retrenchment of the employees because of redundancy, however, as a specialist person, the top management has asked for your advice on how to go about it. You are required to advise Top Management on the advantages and disadvantages of ways to eliminate labour surplus and avoid labour shortage.

(25 marks)

Question 2

One of the supervisors in a small, but growing retail shop was telling the manager that since the company is growing, they need to conduct a comprehensive workforce planning. However, the manager feels that this would be a waste of time and money. The supervisor has asked you to advise his employer about the importance of conducting comprehensive workforce planning in the organisation. What would your advice to employer entail regarding the importance of workforce planning in the organisation?

(25 marks)

END OF THE PAPER!



BOCODOL

SESSIONAL EXAMINATION
PM 111

DIPLOMA
July - December

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

DIPLOMA IN BUSINESS MANAGEMENT

DIPLOMA IN HUMAN RESOURCES MANAGEMENT

PRINCIPLES OF MANAGEMENT

PM 111

SESSIONAL EXAMINATION

MARKS: 100

DURATION: 3 hours

1. The examination consists of **Four** sections: A, B, C and D
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



SECTION A: True or False questions. [10 Marks]

Answer all questions by indicating True or False on the following statements.

1. Managers form an integral part of organisations because organisations are formed to achieve predetermined goals or objectives.
2. Taylor's scientific management theory has been criticised for viewing workers as homogeneous and more interested in money.
3. In Principles of management we do not study all the various functions of the Organisation.
4. A good motivation system releases the immense untapped reservoirs of physical and mental capabilities.
5. Method is a part of procedure, which indicates how a step of a procedure should be performed.
6. Planning is a process whereby individuals select a course of action from the available alternatives to produce a desired, or attain a specific goal.
7. Interpersonal skill refers to the proficiency or dexterity acquired or developed through training and experience.
8. Bureaucratic management was developed by Max Weber who was a German Sociologist.
9. Total quality management (TQM) is a set of moral values or principles used by an organisation to stir or direct the conduct of both the organisation and employees.
10. Douglas McGregor came up with a management theory which earned him a name 'The father of scientific management'.



SECTION B: Multiple Choice questions. [10 Marks]

Answer all questions by choosing the best answer from the given alternatives.

1. _____ is an act of choice wherein an executive forms a conclusion about what must be done in a given situation.

- A. Organising
- B. Management audit
- C. Decision making
- D. Control

2. _____ is a basic concept serving as a guide for administrative action.

- A. Procedures
- B. Methods
- C. Rules
- D. Policies

3. _____ is a quantitative programme designed primarily to allocate the resources of an organisation.

- A. Finances
- B. Budget
- C. Audit
- D. Statistics

4. Which of the following is not a consequence of low morale?

- A. High rate of Absenteeism
- B. Resistance to change
- C. High rate of labour turn over
- D. High rate of productivity



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5. _____ is not a source of leadership power.
- A. Legitimate power
 - B. Reward power
 - C. Expert power
 - D. Management power
6. _____ is the relationships between people in an organisation based not on procedures and regulations but on personal, attitudes, prejudices, likes, dislikes among others.
- A. Formal organisation
 - B. Informal organisation
 - C. Line and staff organisation
 - D. Matrix organisation.
7. Managerial functions are basically practiced in _____.
- A. Schools and Colleges
 - B. Business undertakings
 - C. All organisations
 - D. Some organisations
8. _____ is the father of modern management who came up with fourteen management principles.
- A. Elton Mayo
 - B. Fredrick Taylor
 - C. Rensis Likert
 - D. Henry Fayol



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9. The administrative procedures within an organisation may not include _____.
- A. Assisting functional departmental heads with electrical activities and provision of suitable equipment.
 - B. Setting up work procedures, schedules and output controls
 - C. Providing license for government undertakings
 - D. Control and protection of the organisation
10. In Herzberg's two-factor theory, base pay is considered a (an) _____ factor.
- A. Valence
 - B. Satisfier
 - C. Equity
 - D. Hygiene



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SECTION C: Short answer questions. [30 Marks]

Answer ALL questions in this section.

QUESTION 1

Define the term policy and explain, at least, four essentials of a good organisation policy?

(10 Marks)

QUESTION 2

How would you go about organising or designing your organisation?

(10 marks)

QUESTION 3

Define Coordination, and discuss why effective coordination is important in an organisation.

(10 Marks)



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SECTION D: Essay type questions. [50 Marks]

Answer any two questions from this section.

QUESTION 1

Discuss various limitations of planning, and suggest remedies to remove them. **(25 Marks)**

QUESTION 2

a) The concept of social responsibility requires organisations to respond to societal goals. Critically analyse these goals of society. **(15 Marks)**

b) What essential elements will you take into consideration as a manager in implementing a good control system in your Organisation? **(10 Marks)**

QUESTION 3

Define span of control, and analyse various factors that influence span of control in an organisation. **(25 Marks)**

QUESTION 4

Discuss the nature and significance of motivation at the work place. **(25 Marks)**

END OF THE PAPER