

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

THE COMMONWEALTH OF LEARNING

Commonwealth Executive Masters in Business Administration

Commonwealth Executive Masters in Public Administration

MANAGEMENT IN ORGANISATIONS

MO 311

SESSIONAL EXAMINATION

Marks: 100

Duration – 3hrs

Instructions

1. The examination consists of **Four** questions in all
2. Begin each answer to a new question on a new page
3. Answer questions according to instructions given in each section
4. Write answers in the answer booklet provided
5. Write in grammatical English

Answer all the questions in this paper.

QUESTION 1

One of the fundamentals key role of Managers and leaders of the 21st century is to reinforce culture, instill values and create a sustainable ‘leadership pipeline’. Discuss this statement. With aid of examples, critically analyse how Managers and leaders ensure reinforcement of leaders, instill values and create a sustainable ‘leadership pipeline’. **(25 marks)**

QUESTION 2

Performance Management is associated with an approach to creating a shared vision of purpose and aims of the organisation, helping each employee understand and recognise their contribution to them (Fetcher 1993). You are a new Manager in charge of Performance Management of a catering company. One of your roles entrusted in you is ‘to translate corporate goals into achievable objectives that cascade down throughout the organisation to produce optimum results’. Determine how you would identify high performers and successors to key positions throughout the organisation to make a highly responsive organisation. **(25 marks)**

QUESTION 3

Management has been linked to organising and staffing (which includes decisions related to job structures, placing of employees in appropriate jobs, communication of plans to workforce. Based on this statement, critically examine how you would manage people in a consistent and measurable way so that everyone is aligned to organisational objectives, is held accountable and paid fairly. **(25 marks)**

QUESTION 4

Organisations tend to focus on different management principles driven by their maturity and the urgent business problems they face. A few mature organisations have focused on several of the key management principles and built an intergraded approach over time. As a General Manager recently recruited, discuss which key management principles you would focus over time to improve organisational flexibility and performance. **(25 marks)**

END OF THE QUESTION PAPER!