

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

DIPLOMA IN HUMAN RESOURCES MANAGEMENT

PRINCIPLES OF MANAGEMENT

PM 111

SESSIONAL EXAMINATION

Marks: 100

Duration: 3 hours

Instructions to students:

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: MULTIPLE CHOICE QUESTIONS. [10MARKS]

Answer all the questions in this section by choosing the best answer from the alternatives given below.

1. _____ is an orderly or arrangement of group effort to ensure unity of action in pursuit of common objective.
 - A. Planning
 - B. Direction
 - C. Communication
 - D. Coordination

2. _____ is not an essential of a sound Motivational system.
 - A. Productivity
 - B. Competitive
 - C. Simplicity
 - D. Chain of Command

3. According to Mintzberg, five building blocks of an organisation exist within an overarching sixth element. He called this sixth element _____.
 - A. The environment
 - B. The techno structure
 - C. The ideology
 - D. The strategic Apex



4. _____ are classical principles of structure according to Fayol.
- A. The scalar chain
 - B. Matrix structure
 - C. Flexibility of personnel
 - D. Divisional of work
5. Managerial skills are essential to all of the following levels in the organisation excluding _____.
- A. Top Management
 - B. Subordinates
 - C. Middle Management
 - D. Lower Management
6. Management is _____.
- A. Art.
 - B. Science.
 - C. Art and science.
 - D. Humanities.

7. A manager has _____ power if the subordinates obey him simply because they like, respect and identify with him. This is a form of _____ power.

- A. Expert; personal.
- B. Legitimate; positional.
- C. Coercive; positional.
- D. Referent; personal.

8. When employee is appointed to a certain managerial post, he/she will have been given _____ power.

- A. Expert
- B. Legitimate
- C. Coercive
- D. Referent

9. Which of the following statement on groups are correct?

- I. The success of a group depends on the quality of its leadership.
- II. The success of a leader depends on the member's acceptance of his or her leadership.
- III. Group pressure influence most member to adhere to group norms.
- IV. All groups have a strong sense of solidarity amongst their members.

- A. II and III
- B. III and IV
- C. I, II and III
- D. I, II and IV

10. The managing director of a local computer business must inform his employees that the business will soon merge with a larger international business. Which of the following are prerequisites for effective communication between the managing director and his employee?

- I. The communication channel must suit the employee.
- II. The employees must interpret the message correctly.
- III. The managing director must determine whether the message has been correctly interpreted.
- IV. The employees must be able to grasp the concept the managing director wishes to convey.

- A. I and II
- B. III AND IV
- C. I, II and III
- D. I, II, III and IV

SECTION B: TRUE/FALSE QUESTIONS. [10 MARKS]

Answer ALL questions in this section.

State whether each of the following statements is TRUE or FALSE

1. Management by objectives can be described as establishing enterprise objectives and matching with actual performance.
2. . Elton Mayo pioneered human relations movement approach.
3. Path Goal theory focuses on leaders not helping their followers to attain their goals
4. Managers influence people to achieve.
5. System approach of management heavily concentrates on people aspect of management
6. Time study helps determine fair day's work and rest period to complete it.
7. The main objective of Motion study is to determine and eliminate unnecessary and wasteful movements.
8. Decision-making is the process of selecting one best alternative from different alternatives.
9. Leaders admit mistakes and learn from them.
10. Non programmed decisions are routine decisions.

SECTION C: Short answer questions. [30 MARKS]

Answer all questions in this section.

Question 1

Distinguish between flat and tall organizational structure. **(4marks)**

Question 2

Decision-making in most organisations are either centralized or decentralized.

- a. Distinguish between centralization and decentralization. **(2 marks)**
- b. Outline two advantages of each. **(4 marks)**

Question 3

Explain four various sources of managers' power. **(12 marks)**

Question 4

State and explain four qualities' needed by Manager's when directing employees. **(8 marks)**

SECTION D: Essay-type questions. [50 MARKS]

Answer any two questions in this section.

Question 1

Illustrate and explain how managers face considerable competition in their market environments. **(25 marks)**

Question 2

Discuss any five kinds of budgets that are important in today's organisations. **(25 marks)**

Question 3

Analyse the external business factors that impact today's business. **(25 marks)**

END OF THE PAPER!