

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

DIPLOMA IN HUMAN RESOURCE MANAGEMENT

DIPLOMA IN BUSINESS MANAGEMENT

PRINCIPLES OF MANAGEMENT

PM 111

SPECIAL 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

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

1. Social variables include _____.
 - A. Demographics
 - B. Pollution
 - C. Global warming
 - D. Ozone depletion

2. _____ is the study of how decisions we make affect other people.
 - A. Societal
 - B. Ethics
 - C. Rights
 - D. Human relationship

3. _____ is climate changes that are induced.
 - A. The environment.
 - B. The techno structure
 - C. Global warming.
 - D. Ozone depletion.

4. _____ can be described as the process of creating an organisation structure so that members of the organisation can work together effectively.
- A. Control
 - B. Delegating
 - C. Organising
 - D. Divisional of work
5. A high level of co-ordination is beneficial when _____.
- A. Work is routine and predictable.
 - B. Subordinates are independent from each other.
 - C. The team is has no supervisor.
 - D. Task interdependence is high.
6. A manager is likely to be a successful leader if he /she _____.
- A. Uses formal authority to motivate his/her subordinates.
 - B. Can activate subordinates to carry out his/her instructions.
 - C. Can influence subordinates positively without using authority.
 - D. Uses legitimate power to get his/ her subordinates to perform duties.
7. Intermediaries _____.
- A. Bridge gap between the consumer and organisations.
 - B. Bring qualities of supplies to the organisation.
 - C. Boost working capital of the organisation.
 - D. Create new technologies.

8. Just in time is similar to _____.
- A. Economic Order Quantity (EOQ).
 - B. Requirement Material (RM).
 - C. Inventory Re order System (IRS).
 - D. Material Requirement Planning (MRP).
9. Which of the following factors is not critical when making rational decision?
- A. Minimum payoff
 - B. Maximum payoff
 - C. Clear preferences
 - D. Known options
10. _____ is the type of control which relate to timing.
- A. Pre-action control
 - B. Financial resource control
 - C. Quality control
 - D. Just in time system

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. The principles of scientific management were more concerned with the problems at operating level.
2. Management can be considered as Pseudo –science.
3. System approach of management heavily concentrates on people aspect of management.
4. Time study helps determine fair days work and rest period to complete it.
5. The main objective of Motion study is to determine and eliminate unnecessary and wasteful movements.
6. Decision making is the process of selecting one best alternative from different alternatives.
7. Leaders admit mistakes and learn from them.
8. Managers influence people to achieve.
9. Non programmed decisions are routine decisions.
10. There is no common agreement as to what constitutes leadership traits.

SECTION C: SHORT ANSWER QUESTIONS.

[30 MARKS]

Answer all questions in this section.

Question 1

- a). Define the Term 'Ethics'. **(2 marks)**
- b). As a manager how can you improve ethical behavior in your organisation? **(8 marks)**

Question 2

Define the following terms:

- a) Business goal **(2 marks)**
- b). Business objective **(2 marks)**

Question 3

State two examples of planning tools and their uses. **(4 marks)**

Question 4

- a). Explain contingency approach in terms of:
- i. Leadership **(2 marks)**
 - ii. Management **(2 marks)**
- b). State and explain four (4) qualities needed by managers' when directing employees. **(8 marks)**

SECTION D: Essay-type questions.

[50 MARKS]

Answer any two questions in this section.

Nandos is a well-known restaurant based in South Africa. Robert Brozin, B.Com (WITS) was the entrepreneur who created the Nandos Concepts. He took the idea of peri – peri flame grilled chicken from being a secret among the Portuguese community who had come to Johannesburg from Mocambique. Nandos grew from single restaurant store in 1987 to many outlets with 186 restaurants in South Africa and over 300 outside South Africa. Some outlets of Nandos are in Botswana. The managers operating in Botswana cited that to run a business in another country differs. They had to observe laws, attitudes, and individual spending and etc. In fact, one of the managers explained that sales increase a lot around month end and then during the month everything is average. To provide same quality among all the outlets, Nandos provides training to all its managers and employees. Managers of Nandos are given power to control their outlets as they see fit. However they have to follow process requiring the establishment of performance standard based on Nandos Objective. Standards and performance of each outlet are set and compared against other outlets by head office in Johannesburg. Managers from all outlets must regularly send reports on performance; these reports are reviewed regularly in South Africa. Results of the most performing outlet are mentioned in annual managers meeting in Johannesburg every April.

Question 1

a). Compile a list of steps that should be followed by Management of Nandos to ensure proper implementation of control process. **(15 marks)**

b). Discuss the skills that managers of Nandos outlets should possess.

(10 marks)

Question 2

As a Manager at one of Nandos Botswana, highlight to the Head office in Johannesburg, five external environmental factors that affects your decision-making. **(25 marks)**

QUESTION 3

Motorola is a Fortune 100 company known worldwide for its pioneering innovation in communication technologies and mobile handsets. Over the past few years, Motorola's mobile phone business has declined due to its plodding culture and marketing missteps. On 4 August 2008, the company appointed Sanjay Jha as its co-CEO to turnaround the struggling business. The case analyses the reasons behind the slow performance of the handset unit business and also highlights the rationale behind the appointment of a new co-CEO. The main focus of the case is Sanjay Jha, his experience, the challenges ahead for him at Motorola and his future plans to revive the company. Sanjay Jha focused more into understanding his employee needs and ensuring work satisfaction, which was the opposite to the previous CEO. He also encouraged employees to generate new ideas on how to increase sales. He believed that employee would be more committed to the objectives. Sanjay Jha insisted on knowing his employees by first names and used an open door policy every one can walk into his office to discuss any work related



issue. He organized social gatherings to celebrated little things such as birthday parties. His motto was that an employee wellness comes first. Employees were encouraged to work at any hours as long as they complete their tasks. As the phone business declined, he insisted on fair remuneration and increased salaries for everyone. . Motorola continued to face challenges of not being able to keep up with the frequent release of new up to date gadgets and mobiles phones from its rivals. This lead to Motorola employees to look for new opportunities elsewhere

- a) Identify and analyse the leadership style used by Sanjay Jha, including its strengths and weaknesses **(15 marks)**
- b) As the co-CEO, Sanjay Jha makes a lot of decisions. Appraise the different conditions under which these decisions are made. **(10 marks)**

END OF THE PAPER!