

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING
**BACHELOR OF BUSINESS ADMINISTRATION (Leadership and Change
Management)**

PRINCIPLES OF MANAGEMENT

PM 221

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

[10 MARKS]

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

1. Which of the following is used to measure business performance?
 - A. PERT Network Analysis
 - B. Control charts
 - C. Customer Value Analysis
 - D. Financial control

2. Which of the following is an example of Operations Control?
 - A. Budget
 - B. Audit
 - C. Training
 - D. Scheduling

3. Deciding how to allocate organisational resources in order to attain goals is part of _____.
 - A. Planning
 - B. Organising
 - C. Directing
 - D. Controlling

4. Tree diagrams are also called _____.
 - A. Arrow diagrams
 - B. Hierarchy diagrams
 - C. Matrix diagrams
 - D. Pest analysis

5. What is Authority?

- A. Being answerable for your deeds.
- B. An obligation to perform an assigned task.
- C. Assigning part of a manager's tasks and decision making authority to other subordinates.
- D. The right to give orders.

6. Horizontal communication is between_____.

- A. A manager and a supplier
- B. Production Manager and Sales Manager
- C. An Accountant and a Sales Manager
- D. Chief Executive Officer and Finance Manager

7. _____ describes aspirations for the future, without specifying the means that will be used to achieve those desired ends.

- A. Mission statement
- B. Vision statement
- C. Business strategies
- D. Long term plans

8. Which of the following statements is true?

- A. Management is doing things right.
- B. Management is proactive.
- C. Management is about innovation.
- D. Management stoke the fire within people.



9. The process of grouping jobs into manageable units is called_____.
- A. Decentralisation
 - B. Span of control
 - C. Departmentalisation
 - D. Delegation
10. The type of organisational structure in which an employee reports directly to two supervisors is _____.
- A. Bureaucratic Structure
 - B. Organic structure
 - C. Mechanistic structure
 - D. Matrix structure



SECTION B: TRUE/FALSE QUESTIONS.

[10 MARKS]

Answer all questions. Each question carries ONE (1) mark.

State whether each of the following statements is TRUE or FALSE.

1. Technical skills enable the manager to establish the right connections and enhance their position.
2. Management is systematic.
3. Reading periodicals and reports is an example of a liaison role of a manager.
4. When communication is made from superiors down the hierarchy, it is called diagonal communication.
5. Time is an important feature of a control system.
6. The middle level managers do not require a high level of human skills.
7. Praise and recognition is an example of a non-monetary incentive.
8. Span of control refers to where an employee reports to only one supervisor.
9. Organising is the foundation of all other management functions.
10. Strategic goals are 2-5 years.



SECTION C: SHORT ANSWER QUESTIONS.

[30 MARKS]

Answer all questions in this section.

QUESTION 1

Explain any three (3) characteristics of well-defined business goals. **(6 marks)**

QUESTION 2

Distinguish between centralisation and decentralisation. **(4 marks)**

QUESTION 3

State any four (4) principles of management, according to Henry Fayol. **(4 marks)**

QUESTION 4

Explain any three (3) contingency variables that affect organization structure. **(6 marks)**

QUESTION 5

Outline any five (5) key traits of an effective leader. **(5 marks)**

QUESTION 6

List any three (3) roles of a supervisor. **(3 marks)**

QUESTION 7

Give two reasons why an effective manager needs self-management skills. **(2 marks)**



SECTION D: ESSAY-TYPE QUESTIONS.

[50 MARKS]

Answer any two questions in this section.

QUESTION 1

- a) Controlling is a four-step process requiring the establishment of performance standards based on the firm's objectives. Describe the process of controlling in detail. **(20 marks)**
- b) Outline five (5) behavioural control measures employed by managers. **(5 marks)**

QUESTION 2

Identify and explore the five (5) leadership styles. **(25 marks)**

QUESTION 3

Categorise and discuss the ten managerial roles, as postulated by Henry Mintzberg. **(25 marks)**

END OF THE PAPER!