

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING
BACHELOR OF BUSINESS ADMINISTRATION (LEADERSHIP AND CHANGE
MANAGEMENT)

PRINCIPLES OF MANAGEMENT

SESSIONAL EXAMINATION

PM 221

Marks - 100

Time allowed: 3 hours

Instructions to candidates:

1. The examination consists of three sections: A, B and C.
2. Begin each answer to a new question on a new page.
3. Answer all questions according to instructions given in each section.
4. Write answers in the answer booklet provided.
5. Write legibly in grammatical English.

SECTION A: MULTIPLE CHOICE QUESTION

[20 MARKS]

Answer all questions in this section.

1. _____ is the study of how to create an organizational structure that leads to high efficiency and effectiveness.
 - A. Scientific management
 - B. Job specialization
 - C. Administrative management
 - D. Allocation management

2. In the twenty-first century the four functions of management are:
 - A. Monitoring, organizing, suggesting, and accommodating employees
 - B. Planning, organizing, leading, and controlling employees.
 - C. Planning, organizing, suggesting, and accommodating employees.
 - D. Monitoring, suggesting, journaling, and accommodating employees.

3. When call centre managers spend much of their time monitoring customer calls and giving employees feedback about how to improve their dialogue with customers in the future, these managers are using _____ skills.
 - A. Technical
 - B. Conceptual
 - C. Situational
 - D. Ethical

4. Accepted principles of right or wrong governing the conduct of businesspeople are called _____.
 - A. Business values.
 - B. Business ethics.
 - C. Business principles.
 - D. Business conduct.



5. The plan that human resource personnel might develop for hiring a sales force to sell a new product the division has developed is called a (n)_____.

- A. Operating plan.
- B. Unit plan.
- C. Operating strategy.
- D. Business-level plan

6. Jonathon owns a small factory that makes wood products for the construction industry. Initially the factory had just one manager and 10 employees. As the factory got more orders, more people were hired including sales people, accountants, and a factory manager. These people allowed Jonathon to focus more on strategic issues facing the business. This is an example of how companies often become_____.

- A. Wide.
- B. Tall.
- C. Narrow.
- D. Flat.

7. A(n) _____ exists when employees focus on the changing needs of customers and other stakeholders and support initiatives to keep pace with these changes.

- A. Adaptive culture.
- B. Responsive culture.
- C. Aligning culture.
- D. Complying culture.



8. Which of the following statements is true of strategic planning?
- A. Planning is a central task of the accounting function.
 - B. Strategic planning has no impact on company performance.
 - C. Some management theorists assert that the best strategies arise in the absence of planning, and that planning can limit creativity and freedom of action.
 - D. Planning is not part of a good strategy formulation process because the environment changes so quickly.
9. Rewards systems can be developed to _____.
- A. Create a better place to work.
 - B. Reward good performance.
 - C. Reduce poor performance.
 - D. Do all of the above.
10. A written statement of a job analysis is called a:
- A. Job statement.
 - B. Job examination.
 - C. Job document.
 - D. Job description.
11. Theory __ states that the average employee is lazy and will try to do as little as possible.
- A. X
 - B. Y
 - C. Z
 - D. None



12. Which of the following is not a technique of planning?

- A. Budgeting
- B. Balanced score card
- C. PERT CPM
- D. Management By Objectives.

13. One of the earliest and most enduring descriptions of managerial roles comes from_____.

- A. Adam Smith.
- B. Peter Drucker.
- C. Jack Welsh.
- D. Henry Mintzberg

14. Planning includes which of the following steps?

- A. Choosing goals
- B. Identifying actions
- C. Reviewing performance
- D. All of the above

15. Plans that address unique events that do not reoccur are called_____.

- A. Single-use plans.
- B. Standing plans.
- C. Strategic plans.
- D. Operating plans

16. The totality of a firm's organization, including formal organization structure, control systems, incentive systems, organizational culture, and people is referred to as_____.

- A. Organization architecture.
- B. Corporate culture.
- C. Organization structure.
- D. Human capital.

17. The process of ensuring that the organization has the right kind of people in the right places at the right time is known as human resource _____.
- A. Planning.
 - B. Staffing.
 - C. Recruiting.
 - D. Selection.
18. According to Frederick Taylor, who was to blame for the inefficiency in organisations?
- A. The unions.
 - B. The managers.
 - C. The organisation as a whole.
 - D. The workers.
19. Budget refers to _____.
- A. Planned target of performance
 - B. Steps of handling future activities
 - C. Systematic action and allocation of resources
 - D. Statement of expected results expressed in numerical terms
20. In a _____ structure, the structure of the organization follows the obvious division of labor within the firm.
- A. Multidivisional.
 - B. Geographic.
 - C. Matrix.
 - D. Functional.

SECTION B: SHORT ANSWERS QUESTIONS

[30 MARKS]

Answer all questions from this section

Question 1

a) Explain any five features of planning. (10 marks)

b) State any four limitations of planning. (4 marks)

Question 2

Distinguish between job description and job specification. (4marks)

Question 3

Mention four various principles involved in organization. (4 marks)

Question 4

What are the four factors to be considered when formulating strategies? (4 marks)

Question 5

a) What is meant by institutionalizing ethics? (2 marks)

b) State two ways in which institutionalization of ethics can be accomplished? (2 marks)

SECTION C: ESSAY QUESTIONS

[50 MARKS]

Answer any two questions from this section.

Question 1

(25 marks)

a) Discuss briefly the process of MBO.

(15 marks)

b) Explain the advantages of MBO.

(10 marks)

Question 2

(25 marks)

Directing requires managers to become competent in a number of different topics. They need to master the skills and knowledge of different management topics. They must demonstrate ability to apply strategies that result in employees being able to execute the direction provided by the manager. What is directing? Discuss the components of directing that managers should master.

Question 3

(25marks)

Barriers to communication are factors that block or significantly distort successful communication. Highlight some of the barriers in communication within an organisation.

END OF THE PAPER