

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

**THE VIRTUAL UNIVERSITY OF SMALL STATES THE COMMONWEALTH
(VUSSC)**

Bachelor of Business and Entrepreneurship

PRINCIPLES OF MANAGEMENT

PM 221

SPECIAL EXAMINATION

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 the questions according to instructions given in each section
4. Write answers in the answer booklet provided

Write in grammatical English

SECTION A: MULTIPLE CHOICE QUESTION

[20 MARKS]

Answer all questions in this section.

1. Organizational structure is made up of key elements. Which of the following is not one of these elements?

- A. Centralisation
- B. Coordination
- C. Decentralisation
- D. Span of control

2. Recruitment and selection must be effective to ensure it _____.

- A. Offsets high labour turnover
- B. Delivers the highest caliber of individuals at optimum most
- C. To have a surplus in case of sickness and absence
- D. Encourages new blood into the organization.

3. Marry Follett pointed that reform was possible provided the following consideration were taken into account:

- A. Building up new attitudes.
- B. Planning.
- C. Negative attitudes.
- D. None of the above.

5. Control is a _____.

- A. Static activity.
- B. Plan.
- C. Pervasive function.
- D. All of the above.



6. What kind of plan facilitates the delegation of authority?
- A. Single use plan
 - B. Contingency plan
 - C. Standing plan
 - D. None of the above
7. There are three major kinds of standing plans: policies, rules and _____.
- A. Projects.
 - B. Programs.
 - C. Procedures.
 - D. Standards
8. Which of the following plans are developed by low-level managers?
- A. Operational.
 - B. Tactical.
 - C. Strategic.
 - D. Standing.
9. Theory X and Theory Y, two sets of assumptions about the nature of people, proposed by:
- A. Abraham Maslow
 - B. McGregor
 - C. Herzberg
 - D. McClelland
10. McGregor's _____ takes a pessimistic static and rigid view of human nature.
- A. Theory W
 - B. Theory X
 - C. Theory Y
 - D. Theory Z



11. The situational theory is also known as _____.

- A. Trait theory
- B. Transactional theory
- C. Contingency theory
- D. Behavioural theory

12 Which of the following are interpersonal roles, according to Mintzberg?

- A. Figurehead, recipient, liaison.
- B. Leader, Liaison, spokesperson.
- C. Figurehead, leader, liaison.
- D. Figurehead, liaison, entrepreneur.

13. Which of the following perspective is/are considered universal perspective?

- A. Classical
- B. Quantitative
- C. Behavioural
- D. All of the above

14. In which role do managers try new methods to improve the functioning of a unit or the whole organization?

- A. Disseminator
- B. Leader
- C. Entrepreneur
- D. Liaison

15. Unlike Classical theorists who viewed organisation from the production point of view, behaviour theorists viewed it from the point of view.

- A. Human.
- B. Technical.
- C. Administrative.
- D. Scientific.

16. From which combination, is a matrix structure created?

- A. Functional and divisional
- B. Functional and project
- C. Functional and line
- D. Divisional and line

17. Which one of these can be delegated?

- A. Power
- B. Authority
- C. Responsibility
- D. Accountability

18. Which one of the following elements is not a part of job analysis?

- A. Defining uses of job analysis
- B. Information collection for job analysis
- C. Information processing for job analysis
- D. Determining relative worth of the jobs

19. The term organization is used in many ways except _____.

- A. As entity
- B. As a process
- C. As a group of people
- D. As a production process

20. Line and staff conflict can be overcome by _____.

- A. Congenial organizational climate
- B. Avoiding appointment of staff personnel
- C. Making line managers more responsible
- D. Giving complete authority to staff over line managers

SECTION B: SHORT ANSWERS QUESTIONS

[30 MARKS]

Answer all questions from this section.

Question 1

Describe the three areas that Mintzberg use to categorize the ten managerial roles. (6 marks)

Question 2

List the four functions of ethics committee (4 marks)

Question 3

What are the five benefits of decentralization? (5 marks)

Question 4

Explain three benefits of Management By Objectives. (6 marks)

Question 5

Outline any three importance of staffing in an organisation (3 marks)

Question 6

State any three differences between Theory X and Theory T. (6 marks)

SECTION C: ESSAY QUESTIONS

[50 MARKS]

Answer any two questions from this section.

Question 1

(25 marks)

Discuss the basic mechanisms for ethical management.

Question 2

(25 marks)

One of the most widely mentioned theories of motivation is the hierarchy of needs theory put forth by psychologist Abraham Maslow. Maslow saw human needs in the form of a hierarchy, ascending from the lowest to the highest, and he concluded that when one set of needs is satisfied, this kind of need ceases to be a motivator. With the aid of a diagram, discuss the hierarchy of needs theory.

Question 3

(25 marks)

Organizational culture describes the psychology, attitudes, experiences, beliefs and values (personal and cultural values) of an organization. There are a number of elements that have identified that influence Organizational Culture. Examine the five elements that influence organisational culture.

END OF THE PAPER!