

**UNIVERSITY OF SWAZILAND**

**FACULTY OF COMMERCE**

**SUPPLEMENTARY EXAMINATION – PRINCIPLES OF  
MANAGEMENT (BA211)**

**DIPLOMA IN COMMERCE – YEAR 2**

**SUPPLEMENTARY EXAMINATION 2009**

**LECTURER: STEVE N. ISICHEI**

**DURATION: THREE (3) HOURS**

**SECTION A – CASE STUDY (40 MARKS)**

**Instructions:**

- 1. Read the case study below and answer all the questions that follow**
- 2. Orderly presentation of work is very essential**
- 3. Write clearly and legibly**

Peter Dickson, an engineer by profession is the chief executive officer of Maponi Steel and Fabrication Company. Mr. Dickson is a very strong supporter of team work as he believes that an effective team will always contribute to the success of an organization. When he was employed to this position and on resumption of duty, he took time to observe the workers and their supervisors to ascertain the level of team spirit in them. He was surprised to see that team work never existed as every department tried to work independently of others.

He then convened a meeting of heads of department to find out why each department was working independently of others. From this meeting he was able to find out that this is not deliberate on the part of the supervisors but that the supervisors did not know anything about the importance of teams

and group to organizational success. As a student of management explain the following to the supervisors:

1. The difference between groups and teams (5 Marks)
2. The reasons why people join groups (10 Marks)
3. Stages in group and team development (15 Marks)
4. Variables that influence group and team behaviour (10 Marks)

**SECTION B – (60 MARKS) – ANSWER ANY THREE QUESTIONS**

1. Discuss the evolution of management theory by referring to three 'schools of thought' on management (20 Marks)
2. Managers are required to make different types of decisions under various conditions:
  - 2.1. Distinguish between programmed and non-programmed decisions and discuss the stages of the decision-making process (10 Marks)
  - 2.2. Discuss the various decision-making conditions (10 Marks)
3. The control function ensures that actions conform to set standards.
  - 3.1. Describe the characteristics of an effective control system (10 Marks)
  - 3.2. Explain the steps in the control process (10 Marks)
4. Discuss the main characteristics of the management environment (20 Marks)
5. Organizing is the process of creating a structure for an organization that will enable its people to work together toward its objectives. With reference to the above statement, discuss

5. Organizing is the process of creating a structure for an organization that will enable its people to work together toward its objectives. With reference to the above statement, discuss

5.1. The principle of organizing (with examples) (10 Marks)

5.2. The factors that influence effective organizing (10 Marks)