

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

MAIN EXAMINATION – PRINCIPLES OF MANAGEMENT (BA211)

DIPLOMA IN COMMERCE

FINAL EXAMINATION - 2009

LECTURER: STEVE N. ISICHEI

DURATION: THREE (3) HOURS

SECTION A – CASE STUDY (40 MARKS)

Instructions:

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

Glaxo (Pty) Limited is a pharmaceutical company located in the industrial area of the country. It started operation in 1999 with staff strength of fifty (50). At the initial stage of the company's operations motivation of employees was very high as a result of the concern for the welfare of the employees by management. This resulted in high productivity and profits for the organization.

Unfortunately, in the year 2001, the profits of the organization started to decline. A ten-member committee was set up to investigate the cause of the decline in the company's profits. The investigation revealed that staff motivation was very low as a result of changes introduced by management within the period. Management did not understand very well the impact of motivation on productivity. As a student of management explain the following to the management of the organization.

1. The process of motivation (10 Marks)
2. Maslow's hierarchy of needs and management applications of the theory (15 Marks)
3. Two types of job design that will motivate employees to higher productivity (15 Marks)

SECTION B (60 MARKS) – ANSWER ANY THREE QUESTIONS

1. Robbins (1997) asserts that planning reduces the impact of change; it forces managers to look ahead, anticipates and prepares for potential change. With reference to the above statement:
 - 1.1. Describe the steps involved in the planning process (10 Marks)
 - 1.2. Discuss the barriers to effective planning (10 Marks)
2. The ability to communicate effectively is key to the success of any managerial function. With reference to this statement:
 - 2.1. Discuss the characteristics of effective communication (10 Marks)
 - 2.2. Discuss the barriers to effective communication and how to overcome them (10 Marks)
3. The management environment comprises of three distinct components. Briefly discuss the composition of these components (20 Marks)
4. Organizing is an indispensable function in the management process:
 - 4.1. Identify and discuss the reasons why managers must carry out organizing function (10 Marks)
 - 4.2. Identify the principles of delegation, advantages and obstacles to effective delegation (10 Marks)

5. 5.1. Formulate a definition of leadership (2 Marks)
- 5.2. Power refers to the leader's ability to influence. Describe the various types of power that a leader has (8 Marks)
- 5.3. Evaluate the key differences between management and leadership (10 Marks)