

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
PRINCIPLES OF MANAGEMENT – BA 211
DIPLOMA IN COMMERCE
MAIN EXAMINATION – 2010
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. Write clearly and legibly

Goldhurst Engineering is a leading construction company located in the suburb of Oklahoma City in United States of America. The company was headed by Engineer George Wilkinson, a young and energetic engineer. Two years after joining the company in 2003, the company recorded an after tax profit of two hundred and fifty million United States Dollars (US\$2.5m). This success was attributed to several factors, which include:

1. Employee motivation
 2. Effective two-way communication
 3. Effective leadership
 4. Good superior-subordinate relationship
1. **Employee Motivation:** Engr. Wilkinson understood the fact that employees have different levels of needs. He identified these needs and tried as much as he could to ensure that these needs were met
 2. **Communication:** Engr. Wilkinson encouraged a two-communication, adopting the seven C's of Communication

3. **Leadership:** Engr. Wilkinson adopted a leadership style in which achievement is attained by workers who are motivated and pursue the goals of the organization with goodwill
4. **Relationship:** Engr. Wilkinson excelled in this area of his management function as he tried to balance up his position and relationship with his subordinates. All the employees were treated with respect irrespective of their levels and abilities. He communicated frankly and honestly with his subordinates and created a very conducive environment for communication and interaction

QUESTIONS

1. Identify and briefly discuss the elements of the motivation process (10 Marks)
2. Discuss Maslow's Hierarchy of Needs and its value to managers and organizations (10 Marks)
3. Identify and briefly discuss the seven C's of communication (10 Marks)
4. From your understanding of leadership style, do you think the leadership style adopted by Engr. Wilkinson is the best style? If yes, why? If no, why? (5 Marks)
5. From the case study, what steps did Engr. Wilkinson take to ensure good relationship between him and his subordinates (5 Marks)

SECTION B (60 MARKS)

Answer All Questions

1. The control function ensures that actions conform to set standards:
 - a) Describe the characteristics of an effective control system (10 Marks)
 - b) Explain the steps in the control process (10 Marks)
2. Understanding the nature of goals, especially their hierarchy and areas of focus enables managers to formulate goals for the organization, for its department and sections, and for individuals in them, that focus on the mission of the organization
 - a) Discuss in detail, the characteristics of a good goal (15 Marks)
 - b) Discuss the focus areas of goal setting (5 Marks)

3. Delegation is the process through which managers assign a portion of their total workload to others:
 - a) List and explain the principles that can be used as guidelines to help managers be more effective in delegation (10 Marks)
 - b) Identify the advantages of delegation and obstacles to effective delegation (10 Marks)
4. Ethics can be defined as the code of moral principles and values that directs the behaviour of an individual or a group in terms of what is right or wrong. With reference to this statement:
 - a) List and discuss the different levels of ethical decision-making
 - b) Discuss the steps in the ethical decision-making process (10 Marks)
5. Because the organization is an open system, managers cannot make decisions based solely on economic considerations. With reference to this statement:
 - a) Discuss the levels of social responsibility (10 Marks)
 - b) There is no standard recipe for moral corporate governance but there are some broad guidelines that can be adjusted to the specific needs of each organization. Identify and briefly discuss these guidelines (10 Marks)