

**UNIVERSITY OF SWAZILAND**  
**FACULTY OF COMMERCE**  
**PRINCIPLES OF MANAGEMENT – BA 211**  
**DIPLOMA IN COMMERCE – YEAR 2**  
**SUPPLEMENTARY 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. Orderly presentation of work is very essential**
- 3. Write clearly and legibly**

Mark Everton, a business graduate of Harvard University is the chief executive officer of an insurance company in Swaziland. Mr. Everton is a very strong supporter of teamwork, 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 teamwork 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 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 main characteristics of the management environment (20 Marks)
2. 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

The principle of organizing (10 Marks)

The reasons for organizing (10 Marks)

3. Discuss the evolution of management theory by referring to two “schools of thought” on management (20 Marks)
- 4 (a). Differentiate between centralized and decentralized authority and identify the factors to be considered whether to centralize or decentralize authority (10 Marks)
  - (b) Identify the advantages and disadvantages of decentralization (10 Marks)
4. Managers are required to make different types of decisions under various conditions:
  - 5.1. Discuss the various decision-making conditions (10 Marks)
  - 5.2. Distinguish between programmed and non-programmed decisions and discuss the stages of the decision-making process (10)