

**UNIVERSITY OF SWAZILAND**

**FACULTY OF COMMERCE**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**SUPPLEMENTARY EXAMINATION PAPER**

**JULY 2011**

*(IDE STUDENTS)*

**TITLE OF PAPER:** PRINCIPLES OF MANAGEMENT

**COURSE CODE :** BA 211

**DURATION :** THREE (3) HOURS

**INSTRUCTIONS :**

1. TOTAL NUMBER OF QUESTIONS IN THIS PAPER IS SIX (6).
2. THE PAPER CONSISTS OF TWO SECTIONS; SECTION A AND SECTION B.
3. ATTEMPT SECTION A WHICH IS COMPULSORY AND ANY OTHER THREE (3) QUESTIONS IN SECTION B.
4. THE MARKS ALLOCATED FOR A QUESTION/PART QUESTION ARE AS INDICATED AT THE END OF EACH QUESTION/PART QUESTION.
5. WHERE APPLICABLE, ALL WORKINGS/CALCULATIONS MUST BE CLERLY SHOWN.

**NOTE:** MAXIMUM MARKS WILL BE AWARDED FOR GOOD QUALITY LAYOUT, ACCURACY AND PRESENTATION OF WORK.

**THIS PAPER MUST NOT BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR**

**SECTION A: COMPULSORY (40 Marks)**

**QUESTION 1: Read the case and answer the questions below:**

Formed in 1997, Total Entertainment Restaurant Corporation operates 54 restaurants in 19 different states, including The Fox and Hound Smokehouse and Tavern. The owners have differentiated themselves from the other late-night destinations by offering an upscale atmosphere and serving high quality food and beverages to a wide variety of clientele. The company offers 100 different kinds of beer on tap and spends an average of \$125,000 on its state-of-the-art sports bar. Currently the organizational structure is fairly flat by design to promote an entrepreneurial employee spirit across all levels. Headquartered in Wichita, Kansas, the \$100 million dollar company plans to open 300 more restaurants in the next 10 years.

1. Did the restaurant chain's organization structure play a role in achieving company success? Explain? (6 marks)
2. When should a restaurant have a flatter organization structure? (10 marks)
3. With the aid of a diagram, explain the organization structure of Total Entertainment Restaurant Corporation (TERC). (15 marks)
4. Explain the following terms associated with organizing:
  - a. division of labor (3 marks)
  - b. bureaucracy (3 marks)
  - c. job enrichment (3 marks)

**SECTION B: Answer any three (3) questions from this section. (60 marks)**

**QUESTION 2**

- a. What are the main propositions of the Keith Davis Model of Corporate Social Responsibility? (10 marks)
- b. What is a Code of Ethics? What four initiatives can managers take to create an ethical working place? (10 marks)

### **QUESTION 3**

- a. Why is it important to study and understand the various management theories that have developed? (5 marks)
- b. What were the major contributions and assumptions of F. W. Taylor and the scientific management theorists? (15 marks)

### **QUESTION 4**

The Management environment comprises of three distinct components. Briefly discuss the composition of these components. (20 marks)

### **QUESTION 5**

- a. How do the Content theories differ from the Process theories? Give examples. (6 marks)
- b. Discuss about McGregor's theory in classifying some managers as X and others as Y. (15 marks)

### **QUESTION 6**

- a. What is planning and why is it important in management. (5 marks)
- b. Outline the main contents of an M.B.O. program. (10 marks)
- c. Mention and explain any five principles of control. (5 marks)