

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION PAPER

NOVEMBER 2010

(FULL TIME/IDE STUDENTS)

TITLE OF PAPER: INTRODUCTION TO FOUNDATIONS OF MANAGEMENT

COURSE CODE : BA 212

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 OF A QUESTION ARE INDICATED AT THE END OF EACH QUESTION/PARTQUESTION.
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:

QUESTION 1

Lou Dinkel arrived in Boston in 1987 to start a successful business. Today he is President and CEO of Beyond Components, a leading electronics distributor, based in Westford, Mass. On principle, he built his business without hiring from the competition and never stole customer lists. He is fully committed to promoting women and men equally, donating 10 percent of corporate earnings to charity, keeping employees until retirement, and remaining the most honest and ethical company in the industry. Even in economic downturns, there have been no layoffs. Loyal customers get quick delivery as a result of eight strategically located, fully stocked warehouses and sales staff willing to personally deliver parts in a crunch.

1. Do you see Dinkel as an ethical manager? Why? (5 marks)
2. Do you see Dinkel as a socially responsible manager? Explain. (5 marks)
3. Overall, are Dinkel's positions on ethics and social responsibility enhancing company success? Explain fully. (15 marks)
4. Discuss about the Sarbanes-Oxley Reform Standards (15 marks)

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

QUESTION 2

The Content theories of motivation focus on the factors within a person that attempt to determine specific needs that motivate people. Discuss and contrast Maslow's Hierarchy of Needs Theory with Alderfer's ERG Theory and their impact on managerial practices. (20 marks)

QUESTION 3

The global developments that encourage all executives to work as a team have led to one of the top executives who is used to individual decision making to come seek your opinion on the benefits and problems of individual vs group decision-making. Please advise! (20 marks)

QUESTION 4

Discuss about any ten (10) principles of management and their relevance to the present day work environment. (20 marks)

QUESTION 5

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

QUESTION 6

- a. Often managers are reluctant to introduce organizational changes. Mention five (5) reasons that may cause managers to resist changing. (5 marks)
- b. Mention five (5) symptoms of resistance to change. (5)
- c. Discuss five strategies to manage diversity in the work place. (10)