

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION PAPER

MAY 2011

(FULL-TIME/IDE STUDENTS)

TITLE OF PAPER: MANAGEMENT FUNCTIONS AND
CONTEMPORARY ISSUES

COURSE CODE : BA 213/IDE BA 213

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 CLEARLY 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

QUESTION 1

Zweli Dladla and Marian Chidende are both supervisors at the University of Swaziland. Zweli oversees a group of landscape crews. Each crew of five is responsible for mowing a section of the University campus. Marian works for the campus postal system. She coordinates the clerks and couriers who handle incoming and outgoing mail. Marian is being considered for promotion, while Zweli is in danger of being fired. In connection with each of the impending decisions, both Marian and Zweli have been summoned to the office of the campus Human Resources Manager.

Marian is scheduled for the first interview. One of the reasons she is being considered for a promotion, besides the effectiveness of the postal system she coordinates is the fact that she has demonstrated exemplary leadership characteristics. Her subordinates all recommended her highly. Postal employees have the lowest level of turnover and absenteeism of all the work groups on campus.

When asked why she had such good working relationship with her subordinates, she identified several contributing factors. "First and foremost," she begins, "I treat my subordinates like human beings. I show them that I care about their welfare; as a result I am always responsive to their needs. I also let them know that we have a job to do and that each of us has to contribute. During performance reviews, I make sure that each employee knows what he or she has to do to get a good evaluation and a pay rise next time around."

"Finally, it is also important to remember that you cannot handle situations the same way. On routine day to day stuff, I do not have to tell anybody what to do. When something new comes up, I step in and make sure everyone knows how to proceed."

When Zweli's turn came, a much different picture emerged. Absenteeism in his crews have been getting worse. Several employees have recently filed grievances and their work is sloppy. When asked what might be behind these problems, Zweli had no idea. "I am not sure what is going on," he said. "I

have always believed that you should treat everybody the same. I do not have favorites. I even go out of my way to make sure nobody gets the wrong end of the stick. At lunch, I always eat with the guys from maintenance. I keep at length from my caliber of people. At pay raise time, I make extra sure everyone gets equal treatment. They all get same ratings and the same raise. I am really trying to keep the work quality up. I watch my people's time and make sure I explain everything to them before they start a job.

Questions:

- a. Compare and contrast the leadership styles of Zweli and Mari (10 marks)
- b. Which leadership theory best explains the effectiveness of Mari as a leader? (10 marks)
- c. What can Zweli do to become a better leader? (10 marks)

SECTION B – CHOOSE ANY THREE (3) QUESTIONS FROM THIS SECTION.

QUESTION 2

- a. Define the term planning, stating its importance in management. (6 marks)
- b. Giving examples, discuss about two important planning tools (6 marks)
- c. Outline the main contents of an M.B.O. program. (8 marks)

QUESTION 3

- a. Define organizing, state its importance and encapsulate the process of organizing in management. (10 marks)
- b. Differentiate between line authority and staff authority. (4 marks)
- c. Differentiate between job enlargement and job enrichment (6 marks)

QUESTION 4

- a. Discuss the elements involved in communication process (14 marks)
- b. Mention four barriers to effective communication (6 marks)

QUESTION 5

- a. What are the different types of groups that exist within organizations? (10 marks)
- b. Discuss the stages in group and team development. (10 marks)

QUESTION 6

The control function ensures that actions conform to set standards:

- a. Describe five characteristics of an effective control system. (10 marks)
- b. Explain the steps in the control process. (10 marks)