

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

SUPPLEMENTARY EXAMINATION PAPER

JULY 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 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

QUESTION 1

FACING BOEING'S GLOBAL CHALLENGES

Boeing Satellite Systems, a wholly owned subsidiary of Boeing, has been developing and producing space and communications systems for military, commercial, and scientific use since 1961. Today its advanced information systems infrastructure empowers workers via training CDs, innovative engineering processes, and ongoing monitoring of data and competitive intelligence. Its 8 000 employees are able to receive live broadcasts of launches and corporate events on their individual computer screens using proprietary software. State-of-the-art technology has changed Boeing Satellite Systems from a paper-intensive culture to an on-line culture – linking employees, customers and suppliers in 145 countries across the globe.

Questions:

- a. Describe the different categorizations of organizations that can be assumed by International involvement? (20 marks)
- b. Discuss the challenges of linking 8 000 employees, customers and suppliers in 145 countries. How would you meet each challenge? (20 marks)

QUESTION B – choose any three (3) questions

QUESTION 2

- a. Evaluate the key differences between management and leadership. (4 marks)
- b. Discuss about McGregor's theory in classifying some managers as X while classifying others as Y. (8 marks)
- c. What is meant by Political Behavior and give classical examples of such political behavior that is often seen in organizations. (8 marks)

QUESTION 3

- a. Discuss the steps involved in the strategic planning process. (10 marks)
- b. Discuss five principles of planning. (10 marks)

QUESTION 4

- a. With an aid of example(s), outline the main characteristics and operations of the product/market organization or departmentalization. (14 marks)
- b. What is meant by delegation and what are the benefits associated with delegation? (6 marks) -

QUESTION 5

- a. What is the role of communication from a business perspective (6 marks)
- b. What are the common barriers to communication and how can these barriers be minimized? (14 marks)

QUESTION 6

- a. How is planning linked to controlling? (4 marks)
- b. Discuss about five potential barriers to effective control (10 marks)
- c. Mention six standards of performance that can be used in control systems. (6 marks)