

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION PAPER

MAY 2012

(IDE D.COM & B.ED. STUDENTS)

TITLE OF PAPER: MANAGEMENT FUNCTIONS &
CONTEMPORARY ISSUES

COURSE CODE : BA 213

DURATION : TWO HOURS 30 MINUTES

INSTRUCTIONS :

1. TOTAL NUMBER OF QUESTIONS IN THIS PAPER IS FIVE (5).
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:

ORGANIZING IN ACTION: Edgars Consolidated Stores Ltd (Edcon)

Edcon (Pty) Ltd is the leading clothing, footwear and textiles (CFT) retailing group in South Africa through a range of retail formats. The first Edgars store was opened on 6 September 1929 in Jourbert Street, Johannesburg. Since then, the company has grown to ten retail brands trading over 1 000 stores in South Africa, Botswana, Namibia, Swaziland and Lesotho.

Edcon's retail business has, through recent acquisitions, added top stationery and houseware brands as well as general merchandise to its CFT portfolio. Defined by the target market served, all retail business is structured under two divisions:

- The department-stores division, including Edgars, CNA, Boardmans, Prato, Red Square and Temptations, serving middle and upper-income markets.
- The discount division, including Jet, Jet Mart, Jet Shoes, Legit and Blacksnow, 'serving middle-to lower-income markets.

Edcon Financial Services provides credit facilities and financial-services products to the group's cardholders (in excess of four million people)

Edcon has over 20 000 employees who, according to the Deloitte/Financial Mail "Best Company to Work For" survey, consider it the best retail company to work for.

Questions:

- a) Do you agree that departmentalization according to product is the most suitable structure for Edcon? Substantiate your answer. (10 marks)
- b) Identify the various authority relations that could exist in the Edcon group. (10 marks)
- c) Do you think that a narrow or high organizational structure would be appropriate for Edcon? Substantiate your answer. (10 marks)
- d) Identify the factors that could influence the organizational design of Edcon. (10 marks)

SECTION B: Choose any THREE (3) questions from this section.

QUESTION 2

“When making plans, managers need to adopt a strategic management process, which has become important in recent years.” Enumerate and discuss the **strategic management process**. (20 marks)

QUESTION 3

The control function ensures that actions conform to set standards.

- a) Explain the steps involved in the control process (10 marks)
- b) Mention and discuss five principles of an effective control system (10 marks)

QUESTION 4

- a) Evaluate the key differences between management and leadership (5 marks)
- b) Discuss the Path-goal leadership theory, as postulated by Martin Evans and Robert House (15 marks)

QUESTION 5

The ability to communicate effectively is key to the success of any managerial function. With reference to this statement:

- a) Discuss the elements of a communication process. (12 marks)
- b) Discuss four barriers to effective communication and how to overcome them (8 marks)