

UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

SUPPLEMENTARY EXAMINATION PAPER

JULY 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:

Peter Dickson, an engineer by profession is the chief executive officer of Maponi Steel and Fabrication Company. Mr. Dickson is a very strong supporter of team work as he believes that an effective team will always contribute to the success of an organization. When he was employed to this position and on resumption of duty, he took time to observe the workers and their supervisors to ascertain the level of team spirit in them. He was surprised to see that team spirit never existed as every department tried to work independently of others,

He then convened a meeting of heads of department to find out why each department was working independently of others. From this meeting he was able to find out that this was not deliberate on the part of the supervisors but the supervisors did not know anything about the importance of teams and groups to organizational success. As a student of management, explain the following to the supervisors:

1. The difference between groups and teams (5 marks)
2. The reasons why people join groups (10 marks)
3. Stages in group and team development (15 marks)
4. Variables that influence group and team behavior (10 marks)

SECTION B: Choose any THREE questions from this section.

QUESTION 2

- a) Describe the term planning and elaborate on the importance of planning in management. (8 marks)
- b) Discuss any four principles of planning in management. (8 marks)
- c) How does forecasting differ from scheduling as planning tools? (4 marks)

QUESTION 3

- a) Discuss about the characteristics and operations of functional departmentalization, also mentioning its advantages and disadvantages (12 marks)
- b) Briefly discuss about the following concepts associated with organizing:
 - i) Job enlargement
 - ii) Job rotation
 - iii) Job enrichment
 - iv) Flexi-time work scheduling (8 marks)

QUESTION 4

- a) Discuss about any three styles of leadership that have emerged in contemporary management (12 marks)
- b) Mention four reasons that may cause political behavior in organizations and also mention any four ways to manage political behavior in organizations. (8)

QUESTION 5

- a) Define communication and also state the role communication plays in the efficient functioning of the organization (5 marks)
- b) What are the different types of communication that exist within organizations (8 marks)
- c) Comment of the role played by latest forms of communication in the management of organizations (7 marks)