

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
SUPPLEMENTARY EXAMINATION PAPER; FULL TIME STUDENTS
JULY, 2013

TITLE OF PAPER : PRINCIPLES OF MANAGEMENT

COURSE CODE : BA 114

TIME ALLOCATED : THREE [3] HOURS

TOTAL MARKS : 100 MARKS

INSTRUCTIONS

- 1. TOTAL NUMBER OF QUESTIONS IN THIS PAPER IS 5**
- 2. THE PAPER CONSISTS OF SECTION A AND SECTION B**
- 3. ANSWER THE QUESTION IN SECTION A WHICH IS COMPULSORY AND ANY THREE [3] QUESTIONS IN SECTION B.**
- 4. THE MARKS ALLOCATED FOR A QUESTION/PART OF A QUESTION ARE INDICATED AT THE END OF EACH QUESTION/PART OF QUESTION.**
- 5. NOTE: MAXIMUM MARKS WILL BE AWARDED FOR QUALITY, LAYOUT, ACCURACY, AND GOOD PRESENTATION OF WORK.**

THIS PAPER MUST NOT BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR.

**SECTION A : CAREFULLY READ THE CASE STUDY BEFORE YOU ATTEMPT
THE CASE STUDY QUESTIONS**

MANAGING STAFF IN A CHANGING ENVIRONMENT

You can ignore the management of recruitment, placement, training and developing your staff at your own peril. Mandla Dlamini founder of Timele Company says there is no magic in making a company successful unless people resources are well looked after. From his experience with Timele Company, success simply comes from the way companies treat staff. Theory Y states that, companies must treat employees as valuable resources and not like objects that can be manipulated as the company please, and that is exactly what we value at Timele. Managers who do not follow this principle are told to shape up or else we ship them out.

These days, markets abound with competition mostly driven by the fast changing environments such that losing one's employees is like losing an investment or worse still it's like you are training people for your rivals. Thus, the most important thing that every manager must aim for is to develop a healthy relationship with his employees so as to create a feeling of a close family relationship. Everything else being equal, prosperity is almost guaranteed in companies where management and employees share the same fate, be it in good times or during bad times.

Changes taking place in the market are happening so fast, e.g changes in communications systems, information technology, industrial and production processes and others. These changes entail that Human resources processes and strategies must not be left behind hence the need to recruit wisely, the need to invest in training and development and the need to provide world class conditions of service as ways of attracting and retaining staff. Market and work place diversity have created new dimensions in organisations such that , the human resources function of a company must be more innovative and accommodative as companies strive to create and maintain learning organisations. At the same time companies must ensure that the interests of shareholders are not compromised.

Managers need to be aware that employees go to work not just for economic gains, and to meet life's basic needs, but also to seek fulfilment of social and psychological needs. Thus, workers are willing to work, to adjust and to be associated with successful companies. They

have something to contribute to the company in as much as the company looks after them. It is a win-win situation rather than a, you lose and I win affair. According to concepts of management excellence and total quality management, recruitment costs and staff costs such as absenteeism, sick leave, disciplinary hearing etc can be avoided and need to be properly managed as they can contribute something to the bottom line.

At Timele, there are few noticeable differences between management and labour because of the company's philosophy (organisational culture) of treating employees as colleagues and helpers rather than as mere means of realising profits. Employees are seen as important just like the Chief Executive Officer and his top management. Performance appraisals and rewards are done professionally in such a way that everybody tends to support the concept which has caused a lot of disputes in many organisations. Employees recognise that they are valuable hence this has created and strengthened their loyalty to the employer.

Management at Timele value their staff and treat them like adults and always endeavour to reduce the gap between themselves and the employees. Workers are treated fairly, they get fair rewards for a day's work and are actually in the process of being registered to participate in the company's share ownership scheme. Once the said empowerment drive sails through, the employees become masters of their own. Thumbs up to the company's HRM team that is always on the ground researching on best HR practices which they embrace immediately upon being unveiled, Timele is fast becoming the employer to work for.

CASE STUDY QUESTIONS

- a. From the case, identify (5) management theories that Timele has made reference to, either directly or indirectly. Explain the contribution of the identified theories to the development of management as profession. (15)
- b. What are the roles of Human resource management in an organisation? Explain if HR roles were handled well at Timele. (10)

[25 Marks]

SECTION B.

ANSWER [3] QUESTIONS OF YOUR CHOICE FROM THIS SECTION.EACH QUESTION CARRIES 25 MARKS.

QUESTION 2

Discuss the three decision making environments and clearly articulate characteristics and attributes of these environments. **[25 Marks]**

QUESTION 3

Discuss four different organisation structures that an organisation can adopt and highlight the advantages and disadvantages of these structures. **[25 Marks]**

QUESTION 4

With the help of some illustration(s) and/or brief notes; explain the following business management concepts;

- (i) The rational decision making model **(10)**
- (ii) PEST analysis model **(10)**
- (iii) Delegation **(5)**

[25 Marks]

QUESTION 5

Explain the concept of BRICS organisations. **(12)**

List and discuss five (5) sources of leadership power **(13)**

[25 Marks]

END OF EXAMINATION: GOOD LUCK!!!