

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION PAPER; IDE STUDENTS
MAY 2014.

TITLE OF PAPER : MANAGEMENT FUNCTIONS & CONTEMPORARY ISSUES

COURSE CODE : BA 213

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 ALL THE QUESTION IN SECTION A 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

The New Graduate's Dilemma.

Michele and Tony Nhlabatsi are twins. Both grew up in Swaziland, attended a popular South African University, and graduated with degrees in computer Science in 1989. Upon graduation, Michele joined a Johannesburg consulting firm as a systems specialist. Tony went to work for a Cape Town firm that writes computer software programs. At a recent family Thanks giving dinner in Swaziland, the two spent some time comparing their job impressions.

“Did I ever make a mistake,” began Tony. I had four job offers and I took the one I did because it was a well-known company, provided me the opportunity to specialize in writing expert systems programs, and the promotion potential looked good because there were a number of levels of management. Well, there are many opportunities too up here, but there is also a lot of competition. Of course, I have never been afraid of competition. Its just that jobs are so specialized and top management so removed from the daily routine that no one seems to notice what I do I’m just a cog in this wheel. I’m employee number HO 297, to be exact and except for my boss and a few people in adjoining cubicles, no one even knows my name. It could not be more impersonal. You would not believe the umpteen zillion rules and regulations we have to follow. The company’s policy manual has over 500 pages. I spent my first four weekends with the firm in my office reading that manual. The actual work I do is really interesting and I have learned a lot of technical aspects about programming. But I hate this feeling of alienation I have. This company, day by day, is stripping me of my identity. I have been making a few calls to some of our old college friends to let them know I’m back in the job market and let me know if they hear of anything interesting. But maybe it’s me. Maybe all companies are like this. What’s your firm like?

It’s nothing like yours, was Michele’s reply. “Managers are purposely given a large number of people to supervise. This cuts down on the number of levels from the top of the company to the bottom. The place is really very informal. No policy manuals, no job descriptions, no complex chain of command. If I have a question or problem, I can take it up with anyone.

We are all treated as equals. I think our firm is about the same size as yours between 400 and

500 people but we operate very loosely. The office layouts don't even include walls, which encourages us to communicate regularly with people at different ranks and in different areas. I'm on a first name basis with everyone, including the president. They ask for my ideas on projects. And my ideas are always listened to and often implemented. We are all supposed to be professionals, and we are treated as such.

QUESTION 1.

- a. Tony works in a mechanistic structure and Michele works in an organic structure. Explain the characteristics of these two different organisational structures. (10 marks).
 - b. What is meant by job specialisation? Briefly describe five different job designing methods that can be used in place of job specialisation. (15 marks).
- [Total 25 Marks]**

SECTION B. ANSWER [3] QUESTIONS OF YOUR CHOICE FROM THIS SECTION.

QUESTION 2.

Managers of large and complex organisations resort to using management tools and models when they are developing their plans and strategies. Explain the use of the BCG matrix and SWOT analysis models in crafting business strategy.

[Total 25 Marks]

QUESTION 3.

- 3.1. Explain the significance of BRICS, and BBEE (12 ½ marks)
- 3.2. Explain Blake and Mouton's managerial grid model. (12 ½) marks)

[Total 25 Marks]

QUESTION 4.

- 4.1. What are the qualities of a good control system? (13 marks)

4.2. Write brief notes on advantages and disadvantages of product and territorial departmentalisation that you know. (12 marks)

[Total 25 Marks]

QUESTION 5.

With specific reference to a market that you know, explain elements of the strategic management process and why the process is important?

[Total 25 Marks]

END OF QUESTION PAPER; GOOD LUCK!!!