UNIVERSITY OF SWAZILAND

FACULTY OF COMMERCE

DEPARMENT OF BUSINESS ADMINISTRATION

MAIN EXAMINATION PAPER; F/T & IDE STUDENTS

MAY, 2015

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 ALL THE QUESTIONS IN SECTION A AND ANY THREE [3] 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, AND USE OF LOCAL MARKET EXAMPLES.

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 2010. 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. It's 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.

QUESTION1.

1.1. Michele talked about span of control. What is span of control and under what circumstances would you recommend wider and narrower span of control? (12 marks).

1.2. Tony works in a mechanistic structure and Michele works in an organic structure. Explain the characteristics of these two different structures. (10 marks).

1.3. Tony says his job is not interesting. Describe three different job design methods that can be used in place of job specialisation, to make Tony's job interesting. (10 marks).

1.4. In the company where Michele works employees tend to more knowledgeable because decision making and responsibilities are delegated to subordinates. In your opinion why do some managers refuse to delegate responsibilities to subordinates? (8 marks).

[Total 40 Marks]

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

QUESTION 2

Use an appropriate model to explain why a business organisation is an open system. You are not obliged to give examples from one company alone. **[Total 20 Marks]**

QUESTION 3.

a. What are the key issues to consider when doing a SWOT analysis and why? (10 marks)

b. Which areas of the business would require more control and why? (10 marks)

[Total 20 Marks]

QUESTION 4.

Illustrate and explain the relationships among managerial levels, managerial skills and strategy decisions. **[Total 20 Marks]**

QUESTION 5.

Under what circumstances would you recommend the use of the Boston Consulting Group (BCG) matrix? Illustrate and explain how the BCG model works. **[Total 20 Marks]**

END OF QUESTION PAPER; GOOD LUCK!!!!!!!!!