

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION PAPER; B.Ed./IDE STUDENTS
DECEMBER 2014

TITLE OF PAPER : INTRODUCTION TO FOUNDATIONS OF MANAGEMENT

COURSE CODE : BA 212/

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 QUESTIONS IN SECTION A AND 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, AND GOOD PRESENTATION OF WORK.

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

SECTION A: CASE STUDY

READ THE CASE STUDY CAREFULLY BEFORE YOU ATTEMPT THE CASE STUDY QUESTIONS.

Fayolists and Fayolism

Henri Fayol (1841-1925) was a French mining engineer and founder of the process school of management thought. From 1860 to 1918 Fayol worked for only one company called Comambault where he was a junior manager responsible for technical issues(1860-1871), director of operations (1872- 1888) and Director general of the company (1888-1918). Thus, whatever thoughts Fayol had about management were mainly driven by personal experience than anything else. As CEO, Fayol turned around Comambault which was on the brink of collapse and bankruptcy.

Fayol gained more notability in the management field when he became an advocate of management studies in schools. The problem then was that there was nothing to teach about management because no one had compiled any learning materials on the subject. Fayol argued that management should be considered as a necessary skill of organisational life, a skill that is separate and apart from any technical knowledge. He was concerned about the universality of administrative processes, and his belief was that society would benefit from the study of management fundamentals at all educational levels. In the home, the church, and social organisations, improved administrative abilities would lead to more efficient use of personal and societal resources.

In some of his writings, Fayol argued that “a firm’s technical expertise or tactical actions were of little benefit if its administrators were defective in their managerial duties or strategic actions” This meant that, according to Fayol, good administrative talent was more important to the success of an organisation than was technical expertise. Fayol documented management principles that he had discovered during his working career, hence his theory of what management is about is based on experience. I hope you still remember his 14 principles of management.

To implement some of his suggestions, Fayol recommended that the organisation be split into six distinct units namely; Technical, Commercial, Financial, Security, Accounting, and

Managerial activities. He hinted and stressed that management capability was necessary in each of the first five activities and it was needed to provide high level overall direction to the enterprise. As regards the functions of management, Fayol broke the management process into five elements: Forecasting & planning, organising, commanding, coordinating, and controlling.

On qualities of good managers, Fayol suggested, (1) physical qualities (health, energy & vigour), (2) mental qualities (ability to understand & learn, good judgement & adaptability), (3) moral qualities (firmness, willingness to accept responsibility, initiative, loyalty, tact & dignity), (4) general education, (5) knowledge (specific knowledge peculiar to any technical, commercial, financial or managerial function to be performed) and (6) experience. The importance attached to the characteristics varied with the level that one occupied in the hierarchy of positions to be filled.

QUESTION 1

- 1.1. Being guided by facts presented in the case, what is meant by the fact that Fayolism was mostly strategic and Taylorism more technical and operational? Motivate your answer. (15)
- 1.2. Identify any five of Fayol's fourteen principles of management and briefly explain their use or application in an organisation that you work for. (15)
- 1.3. On several occasions, the case referred to managerial levels, suggesting that these levels are crucial in understanding management. Illustrate and explain what this means. (10)

[Total 40 Marks]

SECTION B.

ANSWER [3] QUESTIONS OF YOUR CHOICE FROM THIS SECTION. EACH QUESTION CARRIES 20 MARKS

QUESTION 2

- 2.1 What factors would you consider when carrying out a competitor analysis and why? (10)
- 2.2 Use field examples to explain what SWOT analysis is all about (10)

[Total 20 Marks]

QUESTION 3

Explain the following motivation theories;

3.1. Herzberg's two factor theory (10)

3.2. Douglas McGregor's theory X and Theory Y (10)

[Total 20 Marks]

QUESTION 4

Illustrate and make brief notes about the following management concepts:

4.1 The rational decision making model (10)

4.2 Kurt Lewin's three step change model (10)

[Total 20 Marks]

QUESTION 5

5.1 Discuss the superfluous excuses often given as reasons for resisting change (10)

5.2 To become successful, organisations have to be efficient and effective. Illustrate and explain the relationship between efficiency and effectiveness (10)

[Total 20 Marks]

END OF QUESTION PAPER: GOOD LUCK!!!