

**UNIVERSITY OF SWAZILAND**

**FACULTY OF COMMERCE**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**SUPPLEMENTARY EXAMINATION PAPER; FULL TIME & IDE STUDENTS**

**JULY, 2016**

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**TITLE OF PAPER : PRINCIPLES OF MANAGEMENT**

**COURSE CODE : BUS 134 & 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 CASE STUDY QUESTIONS 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**

**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. (20 marks).
  - b. Explain Max Weber's bureaucracy using examples from the case (10 marks)
  - c. Tony seems to be condemning job specialisation. Explain the merits and de-merits of job specialisation. (10 marks).
- [Total 40 Marks]**

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

**QUESTION 2.**

- 2.1 What is controlling and why is it necessary? (10 marks)
  - 2.2. What are the qualities of a good control system ( 10 marks)
- [Total 20 Marks]**

**QUESTION 3**

Explain the use of the following management tools:

- 3.1 The Fishbone diagram (10 marks)
- 3.2.Porter's Five forces model (10 marks)

**[Total 20 Marks]**

**QUESTION 4.**

Kjell and Ringbakk carried out research on why there was high failure rate in planning. What reasons did they discover as causes of high rate of failure in planning? [ 20 Marks]

**QUESTION 5.**

Write notes about the following organising concepts

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|-----------------------|-----------|
| 2.1. Decentralisation | (7 marks) |
| 2.2. Job enrichment   | (7 marks) |
| 2.3. Restructuring    | (6 marks) |

**[Total 20 Marks]**