

UNIVERSITY OF ESWATINI
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
RE-SIT EXAMINATION PAPER
PROGRAMMES [B.COM. F/T & IDE, B.ED.F/T & IDE, AND BSC.IT STUDENTS
JULY 2019

TITLE OF PAPER : PRINCIPLES OF MANAGEMENT

COURSE CODE : BUS 134/ BA114

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.

(20 marks)

1.2. 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 marks)

1.3. What were the main factors which led to the growth of management thinking by Fayol

(10 marks)

[TOTAL 40 MARKS]

SECTION B.

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

QUESTION 2

Environmental analysis is a critical component of the business planning process. Explain the use of SWOT analysis in executing environmental analysis

[TOTAL 20 MARKS]

QUESTION 3

3.1. Define efficiency and effectiveness and illustrate the relationship between these important management concepts. (10 marks)

3.2 What is managerial eclecticism? (10 marks)

[TOTAL 20 MARKS]

QUESTION 4

Explain the superfluous reasons often given for resisting change **[TOTAL 20 MARKS]**

QUESTION 5

5.1 Explain the Leadership model suggested by Black and Mouton **[TOTAL 20 MARKS]**

END OF QUESTION PAPER: GOOD LUCK!!!