

**UNIVERSITY OF ESWATINI**  
**INSTITUTE OF DISTANCE EDUCATION**  
**BACHELOR OF EDUCATION (ADULT EDUCATION) LEVEL 1**  
**FINAL EXAMINATION, DECEMBER 2018**

**TITLE OF PAPER:** INTRODUCTION TO ORGANIZATIONAL THEORY &  
MANAGEMENT I

**COURSE CODE:** AED 133

**WEIGHT:** 100 MARKS

**TIME ALLOWED:** THREE (3) HOURS

**INSTRUCTIONS:** THIS PAPER HAS SIX (6) QUESTIONS: ANSWER  
QUESTION 1 AND ANY THREE (3) QUESTIONS

**THIS PAPER IS NOT TO BE OPENED UNTIL PERMISSION HAS BEEN GRANTED  
BY THE INVIGILATOR**

### QUESTION 1 – THIS QUESTION IS COMPULSORY

- a) Organizations can also be thought of as ‘social entities’ that are **goal directed, deliberately structured activity systems** with **permeable boundaries**. Using examples, define the term ‘organization’ using the highlighted key terms. **[15 marks]**
- b) Organizations can either be formal or informal. Using examples, discuss the distinction between the two types of organizations. **[10 marks]**

### QUESTION 2

- a) Organizations are viewed as systems. This means that organizations can either subscribe to **open systems** or **closed systems**. With the aid of examples, distinguish between an open system and a closed system. **[5 marks]**
- b) With the aid of examples, identify and discuss four (4) elements of a system. **[20 marks]**

### QUESTION 3

- a) Using an appropriate example, define the term ‘goal’. **[5 marks]**
- b) Roberts and Hunt (1991) argued that goals serve four (4) general functions in organizations. With the aid of examples, identify and discuss these four (4) functions. **[20 marks]**

### QUESTION 4

- a) For organizations to arrange their activities in order to meet their goals, there is need for an organizational structure. Using an example, explain the meaning of ‘organizational structure’ **[5 marks]**
- b) Identify and discuss the three (3) main types of organizational structures. Use neat diagrams to illustrate your answer. **[20 marks]**

### QUESTION 5

Chakraborty et al (2013) observed that the activities related to directing may be grouped into four (4) categories which are the essential elements of directing. Identify and discuss the four (4) essential elements of directing and outline the significance of each element. **[25 marks]**

### QUESTION 6

- a) With the aid of an example, define ‘organizational environment’. **[5 marks]**
- b) Discuss the direct and indirect forces in the external environment. In your answer, explain the challenges these forces pose for managers. **[20 marks]**