

UNIVERSITY OF ESWATINI
FACULTY OF EDUCATION
DEPARTMENT OF ADULT EDUCATION
DIPLOMA IN ADULT EDUCATION YEAR 2
MAIN EXAMINATION PAPER – MAY, 2019

TITLE OF PAPER : INTRODUCTION TO MANAGEMENT

COURSE CODE : AED 210

TIME ALLOWED : THREE (3) HOURS

INSTRUCTIONS : 1. ANSWER ALL QUESTIONS IN SECTION 'A'

2. ANSWER TWO QUESTIONS IN SECTION 'B'

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

SECTION A - ANSWER ALL QUESTIONS

QUESTION 1

- a. The management theorist Mary Parker Follet (1868-1933) defined management as; 'the art of getting things done through people'. What do you understand by this statement? (5)
- b. Katz (1970) indicated conceptual skills to be one of the three essential skills for managers. Briefly explain what this skill is about and which level of managers need this skill the most and why? (5)
- c. Indicate the different approaches and their founders under the classical theory of management. (6)
- d. According to Henry Fayol (1916), what is the term used to explain that each subordinate reports to one and only superior? (1)
- e. Differentiate between programmed and non-programmed decisions. (10)
- f. Using Hersey and Blanchard's (1969) situational theory of leadership model, indicate the appropriate leadership styles for the following maturity levels:
 - i) Low maturity
 - ii) Medium maturity (limited skills)
 - iii) Medium maturity (higher skills)
 - iv) Higher maturity (4)
- g. Explain what is meant by formal and informal power and show how leaders should use these powers in organizations to motivate followers towards the achievement of organizational goals (10)
- h. Leaders 1.9; 9.1 and 9.9 are found in the managerial grid. For each of these leaders do the following;
 - i) Indicate the name of the leader
 - ii) Give the type of leader behaviour each leader exhibits
 - iii) Indicate one impact each leader behaviour has on the organization (9)

[50 marks]

SECTION B – ANSWER ANY TWO QUESTIONS

QUESTION 2

- a) What is an organization? (5)
- b) Who is a manager in an organization? (2)
- c) Discuss the different levels of managers in organizations and the skills that should be predominant in each level. (18)

[25 marks]

QUESTION 3

- a) What is leadership in organizations? (5)
- b) What is the leadership theory that describes leadership in terms of what leaders do? (2)
- c) Name the two (2) universities where behavioural leadership studies took place. (2)
- d) Identify and explain the dimensions that resulted from the studies done in the two (2) universities indicated in (b) and show the types of leaders each dimension identified (16)

[25 marks]

QUESTION 4

- a) What is meant by a role in management? (2)
- b) Mintzberg (1973) classified ten (10) different roles for managers in organizations into three (3) categories. Name these categories (3)
- c) What is meant by a decisional role for managers in organizations? (4)
- d) With the aid of relevant examples, identify and explain the set of roles for managers under the decisional role (16)

[25 marks]