

DPO4

Principles Of Management

13 MAY 1999

- | | |
|---|--------------------------------------|
| 1. Time allowed | : Three (3) hours |
| 2. Total number of questions | : Six (6) questions on 1 page |
| 3. Number of questions to be answered | : Four (4) questions [25 marks each] |
| 4. Begin each answer to a new question on a fresh page. | |
| 5. Answer all questions in English . | |

ANSWER FOUR (4) QUESTIONS ONLY

1. (a) Describe and discuss in detail, the management functions that are expected of managers. [15]
- (b) Using illustrations, discuss how any **one** dysfunction in the above management functions might affect the effectiveness of an organisation. [10]
(Total:25 marks)
2. In the area of team building, it is vital for managers to build trust amongst their team members.
- (a) Discuss in detail, why trust is vital in teams. [10]
- (b) How can team leaders build trust among their team members? [15]
(Total:25 marks)
3. (a) Describe the term “motivation”. [2]
- (b) Describe in detail, the motivation process. [8]
- (c) Below are **three** motivation theories:
- Abraham Maslow’s Hierarchy of Needs theory;
 - Douglas McGregor’s Theory X and Theory Y; and
 - Frederick Herzberg’s Motivation-Hygiene theory.
- Using any **one** of the above motivation theories, describe how managers can motivate their staff.
- Your answer must describe in detail the chosen motivation theory and suggestions on how the motivation theory might aid in getting managers to motivate their staff. [15]
(Total:25 marks)
4. (a) Describe in detail, the Path-Goal theory of leadership. [10]
- (b) Discuss how the **four** leadership styles described under the Path-Goal theory might assist or hinder in the process of leading people using this model of leadership. [15]
(Total:25 marks)
5. (a) What are the contingency factors that can help managers decide how much authority and responsibility should be delegated? [15]
- (b) Describe in detail, why managers often fail to delegate. [10]
(Total:25 marks)
6. (a) Compare and contrast the “traditional objective setting” technique with that of “management by objectives (MBO)”. [9]
- (b) What are the typical steps involved in an MBO programme? [8]
- (c) Does MBO really work? State your arguments for or against the notion that MBO works. [8]
(Total:25 marks)

OUTLINE ANSWERS

Question 1

Generally, a well-answered question.

- (a) A comprehensive explanation of the management functions can be found on pages 6 – 8 of Robbins text on Management. Candidates can either describe the functions as being 4 (planning, organising, leading and controlling) or as being 5 (planning, organising, staffing, directing and controlling).
- (b) Candidates are then expected to discuss how a breakdown in one area might affect the effectiveness of the organisation. For example, when management does not plan the objectives of the company properly, employees might not be able to carry out their duties to their optimum levels due to all sorts of inefficiencies. Bad planning can also result in the wasteful use of manpower, machinery, materials and money. This section is more to test the critical thinking of the student.

Question 2

While most candidates did well, some did not understand why trust was vital in teams. Only a few candidates endeavored to include training as one way of building trust.

- (a) A thorough understanding of the necessity of believing in the integrity, character and dependability of each other will go a long way in helping the candidate answer this question well.
- (b) Candidates will need to discuss ways by which trust is built, i.e. by communication, being supportive, being respectful, being fair, being predictable and by being a competent model team members can model themselves after.

More notes on this matter can be found on pages 454 onwards of Robbins' text.

Question 3

Generally, a well-answered question except for part (b).

- (a) A good definition of motivation and the motivation process can be found on pages 465 and 466 of Robbins' text (Management).
- (b) Candidates will need to then explain one of the three theories that are listed in the question and then describe how the use of the theory can help managers motivate their people. For instance, a candidate describing Theory X and Theory Y might argue that managers can motivate their Theory Y staff by empowering them, giving them more responsibilities and sending them for training and development.
- (c) A candidate answering the question using Herzberg's theory might argue against the use of money as the sole motivator. He or she might also argue that hygiene factors must be put into place first before managers even attempt to motivate their staff.

Question 4

A poorly answered question.

The Path-Goal theory was developed by Robert House. The essence of this theory is that leaders must help their followers attain their goals. They do so by providing direction and support. A graphical depiction of the theory can be found on page 506 of the text (Robbins: Management).

Candidates must then discuss the four leadership styles as espoused by House. They should also describe the situations when each of these leadership styles can help or hinder the subordinates in their goal achievement. For example, candidates must describe the fact that leaders will need to be flexible and take into consideration the maturity of the followers. They will then need to adapt their leadership styles accordingly. A complete description can be found on page 506 of Management.

Question 5

Generally, a well-answered question.

- (a) Candidates will need to mention the following:
- Size of the organisation.
 - The importance of the duty or decision.
 - The complexity of the task may result in a lower degree of delegation.
 - The kind of culture that the organisation is operating under; a supportive organisation aids in the process of delegation and in the acceptance of delegated responsibilities.
 - The potential of the staff who would be delegated the work.
- (b) Candidates should then list the reasons why managers often fail to delegate. Reasons should include: insecurity, the lack of knowledge on how to delegate, the fear of losing control, the fear that the other person might do a better (or worse) job, the fact that delegation takes time and so on.

Question 6

A well-attempted question.

- (a) A comparison of the two methods can be found on pages 198 – 200 of the text (Robbins' Management). Students will need to compare and contrast the two methods stating things like "in the traditional approach, managers made the decisions and then assigned the responsibilities to their subordinates; MBO requires joint decision on responsibilities and goals".
- (b) The typical steps in an MBO programme include:
- Formulation of the overall corporate objectives and goals
 - Divisionalisation and departmentalisation of goals and objectives.
 - Inter-unit collaboration.
 - Specific objectives set for all department members.
 - Action plans are specified and agreed upon by management and subordinates.
 - Implementation of action plans.
 - Review of progress.
 - Rewarding of successful progress.
- (c) Does it work? Candidates can either argue for or against. Either way, they should state their assumptions as to why MBO works or does not work!