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Question One (Compulsory)

Mr. Yesu Mupusushi owns a mining company called, Walimupokelela Ngomupusushi Obe Ltd. which is facing many problems despite having three qualified and skilled managers whose roles entail effectively and efficiently meeting the company's objectives. Company output and ultimately profits have been plummeting for the past five years and the company can barely afford to pay salaries, taxes and suppliers. Mr. Mupusushi fears that soon employees will either resign or protest over the delayed salaries and that the tax authorities/suppliers will be on him.

- a) How would you enhance the efficiency and effectiveness of the managers and sort out this chaos if you were Henry Mintzberg? (10 marks)
- b) How would you enhance the efficiency and effectiveness of the managers and sort out this chaos if you were Henri Fayol? (10 marks)

Question Two

A manager is expected to be a leader with a clear vision, exemplary behaviour and followers who believe in him.

- a) Apart from Intelligence Quotient (IQ), is there any other intelligence that is necessary for managers to be effective as leaders? (10 marks)
- b) With the help of a diagram, describe the Managerial Grid Theory of Leadership. (10 marks)

Question Three

Scientific management was introduced to ensure evidence based decision making in management as opposed to guess work.

- a) Discuss the general principles of scientific management and how they can be used to enhance the performance of manufacturing companies of today. (10 marks)
- b) Describe Max Weber's characteristics of his concept of Bureaucracy. (10 marks)

Question Four

There are four (4) types of behaviour reinforcement namely, positive, negative, punishment and extinction

- a) Describe the above mentioned four (4) types of behaviour reinforcement. (10 marks)
- b) Identify the type of reinforcement explained above in each of the statements below. (5 marks)

- 1) Avoiding coming to class late for fear of being embarrassed by lecturer.
- 2) Feigning a stomach ache in order to avoid going to school.
- 3) Rushing home in winter to get out of the cold or fanning oneself to escape from the heat.
- 4) Cleaning the house to get rid of disgusting.
- 5) Studying for an exam to avoid getting a poor grade.

- c) There are five (5) types of schedules that can be used to schedule behaviour reinforcement namely, continuous, fixed ratio, variable ratio, fixed interval and variable interval schedule. Identify the type of schedule explained in each of the five (5) statements below. (5 marks)

- 1) Frequent flyer program: getting a free flight after accumulating x number of flight miles.
- 2) Factory worker paid on piece work.
- 3) Mailman must visit the same number of mail boxes each day in order to go home.
- 4) Going up a staircase every morning.
- 5) Teenager is paid by the job (e.g., amount of work completed).

Question Five

Planning is the process involving managerial activities designed to attain desired organizational goals. Decision making is the selection of the best course of action from many alternatives.

- (a) Outline the decision making process steps for the rational model. (7 marks)
- (b) List any five (5) mathematical and scientific techniques for decision making in the field of management. (5 marks)
- (c) Outline the steps that are followed in the planning process. (8 marks)



THE COPPERBELT UNIVERSITY

SCHOOL OF BUSINESS

Department of Operations and Supply Chain Management

BSP 150: Principles of Management

2017/18 Sessional Examination

Tuesday 31st July 2018

(09:00-12:00)

Time allowed: **3 HOURS** plus **5 MINUTES** reading time.

Total Marks-100.

INSTRUCTIONS TO CANDIDATES:

1. Check that you have the correct examination paper in front of you.
2. Use your Student Identity Number (SIN) only on your Answer Booklet
3. There are SEVEN (7) QUESTIONS in this paper. Answer ANY FOUR (4) QUESTIONS.
4. Begin each question on a new page.
5. Non-programmable calculators may be used.
6. Where necessary illustrate your answers with appropriate diagrams.
7. There shall be no form of communication between students during the examination. Any students found doing this will be disqualified.

DO NOT TURN THIS PAGE UNTIL YOU ARE TOLD TO DO SO.

QUESTION ONE

Scientific management arose out of a need to improve manufacturing productivity through more efficient utilisation of physical and human resources. Factories at that time were experiencing problems in formulating proper work procedures, establishing the boundaries of jobs, and coordinating the flow of raw materials. A breakthrough occurred when certain members of the engineering profession became interested in the process of work flow. One engineer in particular, Fredrick Taylor became known as the father of scientific management.

- a) Explain Fredrick Taylor's principles of Scientific Management. [15 Marks]
- b) State five (5) weaknesses of Scientific Management. [10 Marks]

[Total = 25 Marks]

QUESTION TWO

- a) Michelo is the general manager of a ZAM-X Manufacturing Company. In a routine day, Michael might meet with council officials about environmental issues due to the plant's presence in the community. After these meetings, he will then meet with the plant's functional managers to discuss the concerns expressed by the council representatives. Other times, Michael might meet with the Production Manager, Betty, and the Human Resource Manager, Joyce, to discuss a complaint filed by one of the employees in a Production Department. Michael might also spend time on the Internet looking for new technologies that can be used in the production processes of his plant.

Identify and describe the managerial role Michael performs when;

- i. He gains information from council officials to learn how the plant's operations may be affecting the environment.
- ii. He meets with Betty and Joyce to discuss a complaint filed by one of the employees in a production department.
- iii. He meets with the functional managers to share with them the results of the meeting with city officials or civic leaders.
- iv. He searches for new technologies that can be used in the production processes of his plant.

[4x4=16 Marks]

- b) General Administrative Theorists were writers who developed general theories of what managers do and what constitutes good management practice. Max Weber, one of the major contributors in this category developed an approach to the study of management that focuses on the overall organization as the central unit of analysis. The theory was premised on authority structures and described organizational activity based on authority relations. Required: With reference to practical illustrations, discuss the main elements in Max Weber's ideal organization.

[9 Marks]

[Total = 25 Marks]

QUESTION THREE

- a) It is often said that "there is no particular type of organisation structure, be it functional, regional, product, service, or even matrix that is the best". Managers are often therefore expected to select a structure that is suitable for a given situation. Explain the organisational characteristics that would help a manager to decide which type of departmentation is suitable for a given situation. [10 Marks]
- b) Planning is the primary function of management and it is not an easy task. There are many reasons why people fail in planning. The reasons why people tend to fail in planning emphasize the practical difficulties in planning. At the same time a person who is good in planning faces a number of limiting factors. Awareness of these limits can help remove many of the frustrations in effective planning.
- i. State and explain five (5) reasons why planning is important. [5 Marks]
 - ii. Outline the main activities involved in the planning process. [10 Marks]
- [Total = 25 Marks]

QUESTION FOUR

Decision-making is the focal point of all organisations and management effectiveness is judged on the basis of the quality of these decisions.

- a) State and explain five (5) characteristics of programmed and non-programmed decisions (use a table). [10 Marks]
- b) A large steel manufacturing company has three options with regard to production of steel: (i) produce commercially (ii) build pilot plant (iii) stop producing steel. Management has estimated that their pilot plant, if built, has 0.8 chance of high yield and 0.2 chance of low yield. If the pilot plant does show a high yield, management assigns a probability of 0.75 that the commercial plant will also have a high yield. If the pilot plant shows low yield, there is only a 0.1 chance that the commercial plant will show a high yield. Finally, management's best assessment of the yield on a commercial-size plant without a pilot plant first has a 0.6 chance of high yield. A pilot plant will cost K300,000. The profits earned in high and low yield conditions are K120,000 and K12,00,000 respectively. Find the optimum decision for the company [use decision tree analysis] [15 Marks]
- [Total = 25 Marks]

QUESTION FIVE

Your friend, who has been operating a business for a period of time, but has no formal education in management, has noticed that his employees are not as productive as desired. After a series of discussion with him you notice that he has a limited understanding of how to motivate employees. Based on these discussions, you have also concluded that the starting point is to make him understand the theoretical framework of the concept of motivation.

- a) With the aid of a diagram, clearly explain to him the stages of the motivation cycle. [10 Marks]

- b) To help him understand motivation, clearly explain to him **equity and reinforcement theories** of motivation and how he can use them to motivate an employee to improve performance. [15 Marks]

[Total = 25 Marks]

QUESTION SIX

- a) Power is a tool through which leaders influence other people's beliefs, attitudes and courses of action. Weber defines power as "the probability of one actor within a social relationship would be in a position to carry out his/her own will without resistance" (Weber, 1964). Explain any five (5) sources or bases of power with relevant examples. [10 Marks]
- b) The situational approach to leadership is probably one of the most recognised approaches to leadership (developed by Hersey and Blanchard). It has also been used extensively in leadership training and development. Discuss the situations in which the leader may adopt the following leadership styles: directing, coaching, supporting and delegating. [15 Marks]

[Total = 25 Marks]

QUESTION SEVEN

- a) Explain five (5) activities that a human resources manager might undertake in the recruitment process. [10 Marks]
- b) Employee separation is the process of ensuring that an employee who leaves the company is exited in a structured and orderly manner. Employee separation is one of the very important functions of the HR department. This process, if not handled in an effective manner, can lead to various legal complications. Explain FIVE possible modes of separation and the compensation that may be applicable to each. [15 Marks]

[Total = 25 Marks]

END OF EXAMINATION PAPER



THE COPPERBELT UNIVERSITY

DEPARTMENT OF BUSINESS ADMINISTRATION & MARKETING

BS/BEC/BF/HRM : 150 Principles of Management.

2017/18 SESSIONAL EXAM

Date & Venue : Tuesday, 31st JULY, 2018, MPF

Duration & Time : 3hrs; 14:00-17:00hrs

Instructions

- ***There are seven (7) questions in this paper***
- ***Answer questions one (1) and any other four (4) questions.***
- ***In answering, clearly number and separate the points***
- ***Marks will be awarded for diagrams, clear explanations and appropriate illustrations***
- ***All questions carry equal marks i.e. 20 marks each***

Question One (Compulsory)

Ms. Kopala Swag inherited a fortune from her late Mom and she used part of it to buy an open pit mine. She employed her boy friend, Mr. Mojolicious Moma, to be the general manager and chief employer. He was so kind and spiritual so he employed mostly friends, family members and church mates provided they could read and write. He set low salaries so that he could make profits, and used a strategy of rotating staff amongst jobs so they generally had a rough idea on each job. He had a negative attitude towards planning as he believed that it restricted flexibility. He set the organizational rules and targets using his own beliefs and the vast exposure he had in the mining sector. Sadly and to Mr. Moma's surprise, he discovered that this approach only resulted in losses. Advise him on how he can rejuvenate his company using the most appropriate theory of management. (20 Marks)

Question Two

Different scholars have described what managers do in various ways. However, Henri Fayol initially identified five (5) functions of a manager in any organization across different sectors. Later on, scholars expanded Henri's five (5) functions in to at least eight (8) functions. Describe at least eight (8) functions of a manager. (20 marks)

Question Three

Two first year students named Monk Wachine Tasamba and Kamoma Akashumfwa Sana, in the School of Business had a heated argument almost to a point of fighting because one of them strongly claimed and was fully convinced that the Concept of Bureaucracy by Max Weber taught in the School of Business was useless, irrelevant, a share waste of time and not applicable in the real business world. Discuss. (20 marks)

Question Four

Communication can basically be defined as the transfer of information from one source to another in order to ensure common understanding among the parties communicating. Effective communication is necessary for an organization to thrive and remain competitive. With the help of a well labeled diagram, describe the communication process that can be used in an organization.

(20 marks)

Question Five

It is prudent that a manager develops the skill of using power and influencing subordinates using the most appropriate ways so that the organization moves in one direction. Describe any six (6) bases of power that a commercial bank manager in Zambia can use to control his subordinates.

(20 marks)

Question Six

A manager is expected to be a leader with a clear vision, exemplary behaviour with followers who believe in him.

- a) Apart from Intelligence Quotient (IQ), is there any other intelligence that is necessary for managers to be effective as leaders? Discuss. **(15 marks)**
- b) Using only a diagram, describe the Managerial Grid Theory of Leadership. **(5 marks)**

Question Seven

- a) There are four (4) types of behaviour reinforcement namely, positive, negative, punishment and extinction. Identify the type of reinforcement explained above in each of the five (5) statements listed below. **(10 marks)**

- 1) Fanning oneself to escape from heat.
- 2) Studying for an exam to avoid getting a poor grade.
- 3) Feigning a stomach ache in order to avoid going to school.

Question Six

It is prudent that a manager develops the skill of using power and influencing subordinates using the most appropriate ways so that the organization moves in one direction. Power is the ability to get things done and authority is the right to direct the activities of others. Managers need to have both power and authority for them to have meaningful influence over their subordinates.

- a) Describe any five (5) bases of power that a commercial bank manager in Zambia can use to control his subordinates. (10 marks)*
- b) Describe any five (5) influencing strategies that a commercial bank manager in Zambia can use to attempt to change the behaviour of her superiors and peers. (10 marks)*

Question Seven

Communication is the transfer of information and understanding from one person or group to another or within a system.

- a) With the help of a diagram, clearly explain the typical communication process along with its various components. (10 marks)*
- b) Describe any four (4) methods of communicating that can be used. (5 marks)*
- c) Outline any four (4) directions in which communication can flow. (5 marks)*

End of Exam

Question One (Compulsory)

A. There are four (4) types of behavior reinforcement namely, positive, negative, punishment and extinction. Identify the type of reinforcement explained in each of the ten statements below.

- 1) Loud buzz in some cars when ignition key is turned on; driver must put on safety belt in order to eliminate irritating buzz.
- 2) Feigning a stomach ache in order to avoid going to school.
- 3) Rushing home in winter to get out of the cold or fanning oneself to escape from the heat.
- 4) Cleaning the house to get rid of disgusting.
- 5) Studying for an exam to avoid getting a poor grade.
- 6) Removing a stone that has lodged inside the shoe while walking.
- 7) Prisoners try to break out of jail to escape the aversiveness of being locked up.
- 8) Leaving a movie theater if the movie is bad.
- 9) Running from the building when the fire alarm sounds.
- 10) Praying in order to reduce a negative emotional state.

B. There are five (5) types of schedules that can be used to schedule behaviour reinforcement namely, continuous, fixed ratio, variable ratio, fixed interval and variable interval schedule. Identify the type of schedule explained in each of the twenty (20) statements below.

- 1) Frequent flyer program: getting a free flight after accumulating x number of flight miles.
- 2) Factory worker paid on piece work.
- 3) Mailman must visit the same number of mail boxes each day in order to go home.
- 4) Going up a staircase every morning.
- 5) Teenager is paid by the job (e.g., amount of work completed).
- 6) Slot machines at a gambling casino.
- 7) Using drugs to escape withdrawal symptoms.
- 8) Fly fishing: casting and reeling back several times before catching a fish.
- 9) Signaling while hitchhiking.
- 10) Buying lottery tickets.

Question Four

Two first year students named Shootist Takwatensoni and Rumpen Uwamojoka, in the School of Business had a heated argument almost to a point of fighting because one of them strongly claimed and was fully convinced that the decision making quantitative and scientific tools taught in the School of Business were useless, irrelevant, a sheer waste of time and not applicable in the real business world. *Do you support this view? Give reasons.*

(20 marks)

Question Five

Ms. Kopala Swag inherited a fortune from her late Mom and she used part of it to buy an open pit mine. She employed her boy friend, Mr. Mojolicious Moma, to be the general manager and chief employer. He was so kind and spiritual so he employed mostly friends, family members and church mates provided they could read and write. He set low salaries so that he could make profits, and used a strategy of rotating staff amongst jobs so they generally had a rough idea on each job. He had a negative attitude towards planning as he believed that it restricted flexibility. He set the organizational rules and targets using his own beliefs and the vast exposure he had in the mining sector. Sadly and to Mr. Moma's surprise, he discovered that this approach only resulted in losses. Advise him on how he can rejuvenate his company using the most appropriate theory applicable.

(20 Marks)

Question Six

With a brief description and well labeled diagram, explain the relationship among Hierarchy of Needs theory, ERG theory and Herzbergs two factor theory of motivation?

(20 marks)

Question Seven

The Managerial Grid is a leadership theory that was developed by Researchers in Michigan to identify the differences between high and low producing groups and to assess whether any differences in leadership styles existed. *With the help of a clearly labeled diagram, describe this theory in detail.*

(20 Marks)

End of Exam

- 11) Getting a paycheck at the end of the week.
- 12) Looking at your watch during a lecture until end of a lecture.
- 13) Tenure of office for a president in Zambia.
- 14) Checking oven to see if cookies are done, when cooking time is known.
- 15) Going to the cafeteria to see if the next meal is already available.
- 16) Surprise quizzes.
- 17) Speed traps on highway.
- 18) Calling a friend and getting no answer.
- 19) Fishing.
- 20) Mail-checking behavior assuming that mailperson comes at irregular intervals.

(20 marks)

Question Two

Mr Jerabo Unit owns a mining company called, Tech Munchinge, which is facing many problems despite having three qualified and skilled managers whose roles entail effectively and efficiently meeting the company's objectives. Company output and ultimately profits have been plummeting for the past five years and the company can barely afford to pay salaries, taxes and suppliers. Mr. Unit fears that soon employees will either resign or protest over the delayed salaries and that the tax authorities/suppliers will be on him. How would you enhance the functions of the managers and sort out this mess if you were hired as a consultant?

(20 Marks)

Question Three

Mr. Fresher Wapasa is the managing director of a Research Firm called Batingatawajoba Kuwa Ltd which has been recording growth in size and profits for the past three years. Mr. Wapasa believes that the firm can make more profits and grow bigger if only he would form a team specifically to determine the company's **future course of action** as this would assist in dealing effectively with uncertainties. If you were chosen as the team leader, *what process and steps would you follow to determine the firm's future course of action in the best possible manner?*

(20 marks)

Question Four

- a) The Zambian government through the ministry of local government has been advocating for the decentralization of its local councils. Decentralization has its own benefits and costs. Discuss the advantages and disadvantages of decentralization (10 Marks)
 - b) Identify and explain any Five factors affecting Decentralization in Zambia (15 marks)
- (Total 25 Marks)**

Question Five

Discuss any five (5) Skills required for managerial effectiveness in both public and private organizations

(25 Marks)

Question Six

Management and Leadership differ in many ways. In as much detail as possible discuss the difference between management and leadership in the context of their key features or characteristics

(25 Marks)

End of examination



THE COPPERBELT UNIVERSITY
SCHOOL OF BUSINESS

Department of Operations and Supply Chain Management

BSP 150: Principles of Management

Sessional Examination

May, 2017 .

Time allowed: **3 HOURS** plus **5 MINUTES** reading time.

Total Marks-100.

INSTRUCTIONS TO CANDIDATES:

1. Check that you have the correct examination paper in front of you.
2. Use your Student Identity Number (SIN) only on your Answer Booklet.
3. There are SIX (6) QUESTIONS in this paper. Answer ANY FOUR (4) QUESTIONS.
4. Begin each question on a new page.
5. Non-programmable calculators may be used.
6. Where necessary illustrate your answers with appropriate diagrams.
7. There shall be no form of communication between students during the examination.
Any students found doing this will be disqualified.

DO NOT TURN THIS PAGE UNTIL YOU ARE TOLD TO DO SO.

QUESTION ONE

Management can be viewed as making things happen. It is about developing people, working with them, reaching objectives and achieving results. It takes place within a structured organization setting and it is achieved through the efforts of other people and its uses systems and procedures.

It is defined as a "process of working with and through others to achieve organizational objectives within a changing environment by balancing efficiency and effectiveness.

- a) Briefly discuss the five (5) **components** of the above definition. [10 Marks]
- b) Explain **any 10 of the 14** principles of management according to Henry Fayol. [10 Marks]
- c) Distinguish between efficiency and effectiveness and explain how a manager can attain both. [5 Marks]

QUESTION TWO

a) Michael is the general manager of a ZAM-X Manufacturing Company. In a routine day, Michael might meet with council officials about environmental issues due to the plant's presence in the community. After these meetings, he will then meet with the plant's functional managers to discuss the concerns expressed by the council representatives. Other times, Michael might meet with the Production Manager, Betty, and the Human Resource Manager, Joyce, to discuss a complaint filed by one of the employees in a Production Department. Michael might also spend time on the Internet looking for new technologies that can be used in the production processes of his plant. **Identify and describe the managerial role Michael performs when;**

- i. He gains information from council officials to learn how the plant's operations may be affecting the environment.
- ii. He meets with Betty and Joyce to discuss a complaint filed by one of the employees in a production department.
- iii. He meets with the functional managers to share with them the results of the meeting with city officials or civic leaders.
- iv. He searches for new technologies that can be used in the production processes of his plant. [4x4=16 Marks]

b) General Administrative Theorists were writers who developed general theories of what managers do and what constitutes good management practice. Max Weber, one of the major contributors in this category developed an approach to the study of management that focuses on the overall organization as the central unit of analysis. The theory was premised on authority structures and described organizational activity based on authority relations. Required: With reference to practical illustrations, discuss the main elements in Max Weber's ideal organization. [9 Marks]

QUESTION THREE

Tweshe Systems Limited (TSL) is a leading manufacturer and distributor of heating and hot water systems. TSL operates in 3 countries regionally employing over 1000 people. Its core product lines are the manufacturing of both geysers and conventional heaters. Recently the company acquired a company in DRC to help with the expansion programme. TSL's group manager, Sipana (based in Nigeria) found that whilst DRC's advantage was that its labour costs were low, working practices were very bureaucratic with a strict hierarchy of levels of management, supervisors and staff. In addition, the management found that individual manufacturing operations were very labour intensive with, in many cases, three times as many people carrying out tasks compared to more modern facilities at TSL's other plants. They also found that disputes between departments were frequent.

Mwisho is the head of operations at DRC with ten staff in the department. Mwisho reports to the head of operations at TSL in Zambia, Sansakuwa. On a recent visit to the DRC operations department, Sipana and Sansakuwa found that the operations team were largely demotivated; they complained of boredom in their jobs. In the short term, Sipana and Sansakuwa feels that it is necessary to improve the motivation through job design for the personnel working in operations. Sipana and Sansakuwa found that there was a great deal of conflict and rivalry between operations members of staff and other departments. They were surprised at the degree of anger often shown by members of staff towards each other and had thought that they would have behaved better when TSL's top leadership visited their facilities. **Answer the following questions in the context of the case scenario above.**

- a) It is often said that "there is no particular type of organisation structure that is the best". Managers are often therefore expected to select a structure that is suitable for a given situation. **Explain the factors that Sipana should consider when deciding the type of organizational structure for TSL.** [10 Marks]
- b) Draw the full organisational structure of TSL with relevant details. [7 Marks]
- c) It is said in management that there is no such a thing as an ideal span of control; situational factors determine the width of span of control. **Identify and explain any four (4) situational determinants of Span of control.** [8 Marks]

QUESTION FOUR

- a) Power is a tool through which leaders influence other people's beliefs, attitudes and courses of action. Weber defines power as "the probability of one actor within a social relationship would be in a position to carry out his/her own will without resistance" (Weber, 1964). **Explain any five (5) sources or bases of power with relevant examples.** [15 Marks]
- b) The situational approach to leadership is probably one of the most recognised approaches to leadership (developed by Hersey and Blamard). It has also been

used extensively in leadership training and development. Discuss the situations in which the leader may adopt the following leadership styles: **directing, coaching, supporting and delegating.** [10 Marks]

QUESTION FIVE

- a) Decision-making is the focal point of all organisations and management effectiveness is judged on the basis of the quality of these decisions.
- Summarise in a table format, three (3) characteristics of programmed and non-programmed decisions. [6 Marks]
 - Outline the steps involved in decision making process. [6 Marks]
- b) Consider the following survey statistics:
- Gallup poll: Even if they won a \$10 million lottery jackpot, 55 percent of working Americans would continue to work.
 - George Lucas, director of Star Wars: "Money can buy *pleasure*, but pleasure is not happiness. Happiness is a feeling that goes beyond pleasure."

Some management theorists say money is not a motivator. Using a relevant motivational theory do you agree or disagree? Why? [13 Marks]

QUESTION SIX

- a) Define human resource management. [2 Marks]
- b) Explain the functions of a human resource department and the continuing responsibilities of all departments for the effective use of human resources. [9 marks]
- c) Distinguish between Preventive and Corrective Controls. [4 marks]
- d) Clearly outline five (4) categories of managerial control and their characteristics. [10 marks]

End of Examination Paper



THE COPPERBELT UNIVERSITY

SCHOOL OF BUSINESS

2020/2021 SESSIONAL EXAMINATIONS

BS/BF/BEC/BSP/IRM 150 - PRINCIPLES OF MANAGEMENT

DURATION: THREE (3) HOURS

INSTRUCTIONS:

1. **DO NOT TURN THIS LEAF UNTIL YOU ARE TOLD TO DO SO**
2. This paper consists of six (6) questions; you are required to answer a total of four (4) questions. **Question (1) one is compulsory.**
3. Start each question on a fresh leaf.

SECTION A – COMPULSORY

QUESTION ONE

Comfy Homes Limited is a company that produces furniture for Zambian homes and has recently begun exporting to three new countries in the southern region of Africa to capitalize on the opportunities being presented there. In order to better cater for demand, Management of Comfy Homes has opened a manufacturing company in one of the southern African countries.

Business has been going well with increased sales and a growing demand for the products which are stylish and modern. However, as the general Manager of the company was recently analysing the statements of income and expenditure, he realised that the cost of raw materials has been increasing and expenses related to customer refunds due to minor product defects have gone up. These costs are eroding the profits and have to be remedied as a matter of priority. The General Manager knows that there have been concerns over quality control in the production department for some time now and he is determined to ensure that the problem is resolved once and for all.

You have been hired as a consultant to analyse the issues and make specific recommendation to the General Manager on the most feasible control measures that should be implemented.

- a. Using the Systems Approach to management (highlighting the key elements).
Explain to the General Manager how the situation at Comfy Homes can be resolved. **(13 Marks)**
- b. Explain how the steps in the control process can be used to improve Comfy Homes effectiveness and efficiency. **(12 Marks)**

QUESTION FIVE

Today's business environment requires organisations that are flexible, efficient, diverse and responsive to changes in market conditions.

Use the Mechanistic and Organic structures to explain the type of structure that would best fit this type of environment and why such a structure would be appropriate.

(25 Marks)

QUESTION SIX

Decision making is the process of thinking through the possible options available and selecting the best. It is important to note that manager's make decisions continuously even in the midst of uncertainty.

- a) Using practical examples, explain the **TWO (2)** Types of Decisions made by managers in today's organisations. **(10 MARKS)**
- b) List and explain any **Five (5)** characteristics of an effective decision making process. **(10 MARKS)**
- c) Explain the meaning of Bounded Rationality in decision making. **(5 MARKS)**

End of Exam.



THE COPPERBELT UNIVERSITY

SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION & MARKETING

EVENING PROGRAMMES

BS/BF/BEC/HRM/BSP 150, Principles of Management

2018 SEMESTER ONE SESSIONAL EXAM

Thursday, 20th September, 2018

INSTRUCTIONS

- Time allowed (3hrs)
- There are six (6) questions in this paper
- Answer questions one (1) and any other three (3) questions.
- In answering, clearly number and separate the points
- Marks will be awarded for diagrams, clear explanations and appropriate illustrations
- All questions carry equal marks i.e. 20 marks each

Question One (Compulsory)

a) There are four (4) types of behaviour reinforcement namely, positive, negative, punishment and extinction. Identify the type explained in each of the ten statements below.

- 1) Loud buzz in some cars when ignition key is turned on; driver must put on safety belt in order to eliminate irritating buzz.
- 2) Feigning a stomach ache in order to avoid going to school.
- 3) Rushing home in winter to get out of the cold or fanning oneself to escape from the heat.
- 4) Cleaning the house to get rid of disgusting.
- 5) Studying for an exam to avoid getting a poor grade.
- 6) Removing a stone that has lodged inside the shoe while walking.
- 7) Prisoners try to break out of jail to escape the aversiveness of being locked up.
- 8) Leaving a movie theater if the movie is bad.
- 9) Running from the building when the fire alarm sounds.
- 10) Praying in order to reduce a negative emotional state. (10 marks)

b) There are five (5) types of schedules that can be used to schedule behaviour reinforcement namely, continuous, fixed ratio, variable ratio, fixed interval and variable interval schedule. Identify the type of schedule explained in each of the twenty (20) statements below.

- 1) Frequent flyer program: getting a free flight after accumulating x number of flight miles.
- 2) Factory worker paid on piece work.
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- 5) Teenager is paid by the job (e.g., amount of work completed).
- 6) Slot machines at a gambling casino.
- 7) Using drugs to escape withdrawal symptoms.
- 8) Fly fishing: casting and reeling back several times before catching a fish.
- 9) Signaling while hitchhiking.
- 10) Buying lottery tickets.
- 11) Getting a paycheck at the end of the week.
- 12) Looking at your watch during a lecture until end of a lecture.
- 13) Tenure of office for a president in Zambia.
- 14) Checking oven to see if cookies are done, when cooking time is known.
- 15) Going to the cafeteria to see if the next meal is already available. (15 marks)

Question Two

Give an elaborate and detailed definition of management.

(25 marks)

Question Three

Scientific management was introduced to ensure evidence based decision making in management as opposed to guess work. Discuss the general principles of scientific management and how they can be used to enhance the performance of manufacturing companies of today.

(25 marks)

Question Four

Describe emotional intelligence and its significance to modern day managers in academic institutions.

(25 marks)

Question Five

What do managers do according to;

(a) Henri Fayol

(15 marks)

(b) Henry Mintzberg

(10 marks)

Question Six

With the help of a clearly labelled diagram, describe the relationship among Maslow's Hierarchy of Needs, Herzberg's Two Factor and the ERG theories of motivation.

(25 marks)

End of Exam

SECTION B - ANSWER ANY THREE QUESTIONS

QUESTION TWO

Modern leadership styles require the ability to motivate and inspire followers towards an organisations strategic direction rather than command and discipline.

Using the above statement, choose two leadership styles that highlight the contrast made in the statement, explain the two leadership styles chosen and discuss which style best facilitates the achievement of objectives in modern organisations. **(25 Marks)**

QUESTION THREE

Taonga was recently promoted to a middle management position at a major finance company where she has been working for the past four years. After her promotion she was given the responsibility to lead the implementation of an important company project.

a. Discuss how Taonga's performance of the 10 managerial roles can contribute to the success of the company project. **(20 Marks)**

b. Contrast the tasks performed by top level managers and middle level managers. **(5 Marks)**

QUESTION FOUR

It may be argued that effective communication is a means through which effective managers can overcome resistance to change.

a. Describe the communication process showing how barriers can hinder effective communication between managers and employees. **(15 Marks)**

b. Identify and explain five ways of eliminating barriers to communication. **(10 Marks)**



THE COPPERBELT UNIVERSITY

SCHOOL OF BUSINESS

2022 SESSIONAL EXAMINATIONS

BS/BSP150 - PRINCIPLES OF MANAGEMENT

DURATION: THREE (3) HOURS

INSTRUCTIONS:

- **DO NOT TURN THIS LEAF UNTIL YOU ARE TOLD TO DO SO**
- This paper consists of six (6) questions; you are required to answer four (4) questions.
Question one is compulsory.
- Start each question on a fresh leaf.

QUESTION ONE – COMPULSORY (25 MARKS)

CASE STUDY: The Scientific approach to management

Fredrick Taylor is known for his scientific approach to management. A well-known example of the scientific management theory is the pig iron example. Iron was loaded onto rail cars by workers – each lot weighing 41 73kg and known as a 'pig'. On average 12.5 tons were loaded onto the rail cars per day, but Taylor believed that scientific management could be used to increase this to almost 48 tons per day. Through experimenting with various procedures and tools it is believed Taylor increased productivity on the shop floor by almost 200 per cent.

Based on the above case study, answer the following questions:

- i. What are the important contributions and limitations of the scientific approach to management for a business organisation operating in the 21st century?
(15 Marks)
- ii. In contrast to the scientific management approach, the human relations perspective offers an alternative approach to managing people. Describe how a manager would put McGregor's theory X and Y into practice to achieve increased performance from his or her subordinates.
(10 Marks)

ANSWER ANY THREE QUESTIONS

QUESTION TWO

"If managers fail to plan, they plan to fail".

Distinguish strategic from operational planning, and clearly explain the key factors that would influence managers' decision making in various areas of planning in organisations.

(25 Marks)

QUESTION THREE

Your friend, who has been operating a business for a period of time, but has no formal education in management, has noticed that his employees are not as productive as desired. After a series of discussion with him you notice that he has a limited understanding of how to motivate employees.

- i. Based on your understating of the motivation topic, explain to your friend the factors that affect employees' motivation in organisations **(10 Marks)**
- ii. To help him understand motivation, clearly explain Expectancy Theory of motivation and how he can use it to motivate an employee to improve performance. **(15 Marks)**

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QUESTION FIVE

Specialization refers to individuals and organizations focusing on the limited range of production tasks they perform best. This specialization requires workers to give up performing other tasks at which they are not as skilled, leaving those jobs to others who are better suited for them.

- i. Discuss five advantages and five disadvantages of specialisation. **(10 Marks)**
- ii. Discus five common bases of departmentalization used in organisations. **(15 Marks)**

QUESTION SIX

Management is the process of working with and through others to achieve organisational objectives in the changing environment. Discus five (5) main components of this definition. **(25 Marks)**

End of Exam.



THE COPPERBELT UNIVERSITY

SCHOOL OF BUSINESS

2021/2022 SUPPLEMENTARY EXAMINATIONS

BS/BSP150 - PRINCIPLES OF MANAGEMENT

DURATION: THREE (3) HOURS

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THE COPPERBELT UNIVERSITY
SCHOOL OF BUSINESS

2021/2022 PARALLEL SESSIONAL EXAMINATIONS

BS/BSP150 - PRINCIPLES OF MANAGEMENT

DURATION: THREE (3) HOURS

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QUESTION TWO

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(25 Marks)

QUESTION THREE

Organisation design is the process of determining the structure and authority relationships for an organization. Thus the design of the organization acts as a means of coordinating the various tasks in ways that promote the attainment of the firm's goals.

Explain Six (6) key elements that you need to consider when designing the structure of an organisation. **(25 Marks)**

QUESTION FOUR

Your friend, who has been operating a business for a period of time, but has no formal education in management, has noticed that his employees are not as productive as desired. After a series of discussion with him you notice that he has a limited understanding of how to motivate employees. Based on these discussions, you have also concluded that the starting point is to make him understand the theoretical framework of the concept of motivation.

- a) With the aid of a diagram, clearly explain to him the stages of the motivation cycle. **(10Marks)**
- b) To help him understand motivation, clearly explain Fredrick Herzberg's Two-Factor Theory and how you can use it to motivate an employee to improve performance. **(15 Marks)**

QUESTION FIVE

Decision making is the process of thinking through the possible options available and selecting the best. It is important to note that manager's make decisions continuously even in the midst of uncertainty.

- a) Using practical examples, explain the TWO (2) Types of Decisions made by managers in today's organisations. **(10 MARKS)**
- b) List and explain any Five (5) characteristics of an effective decision making process. **(10 MARKS)**
- c) Explain the meaning of Bounded Rationality in decision making. **(5 MARKS)**

QUESTION SIX

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- a Discuss how Taonga's performance of the 10 managerial roles can contribute to the success of the company project **(20 Marks)**
- b Contrast the tasks performed by top level managers and middle level managers. **(5 Marks)**

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- i. Discuss five advantages and five disadvantages of specialisation. **(10 Marks)**
- ii. Discus five common bases of departmentalization used in organisations. **(15 Marks)**

QUESTION SIX

Management is the process of working with and through others to achieve organisational objectives in the changing environment. Discus five (5) main components of this definition. **(25 Marks)**

End of Exam.

SECTION A – COMPULSORY

QUESTION ONE

Alinani is the MD of Dunlop Ltd. The Company had established a good name for itself and had been doing well. It is known for timely completion of orders. The production manager, Ms. Rita has efficiently been handling the processing of order and has a team of fourteen motivated employees working under her.

Unfortunately Ms. Rita had an accident. Alinani knew that in the absence of Ms. Rita, the company may not be able to meet the deadlines and it will lead to customer dissatisfaction, business loss and goodwill. So he had meeting with the employees in which accurate and speedy processing of orders was planned. Everybody agreed to work as team because the behavior of Alinani was positive towards the employees of the organisation. Hence everyone put extra effort and the targets were met time. Not only this, Alinani visited Ms. Rita and advised her to take sufficient rest.

- a) Identify and explain the leadership style of Alinani. (10 Marks)
- b) Discuss how the three contemporary leadership styles complement one another in today's ever changing environment. (15 Marks)

SECTION B - ANSWER ANY THREE QUESTIONS

QUESTION TWO

There are five (5) perspectives that provide the basis for managers to understand the practice of Management today. Notable among the five perspectives are contingency and administrative perspectives.

Discuss the differences between the contingency and administrative perspectives on management. How is the contingency perspective useful in the practice of management today? (25 Marks)

QUESTION THREE

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