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## THE COPPERBELT UNIVERSITY

### SCHOOL OF BUSINESS

Chileshe Kennedy  
*[Signature]*

#### 2012 Academic Year Term One Test

#### BS/BF/BEC 150: Principles of Management

Date : Friday, 6<sup>th</sup> July 2012

Duration : 2hrs; 14:00-16:00hrs

Instructions :

1. There are five(5) questions in this paper
2. Answer question one (compulsory) and any other two questions
3. Do not answer in essay format i.e. number & separate the points
4. Marks for each question are indicated in brackets
5. Marks will be awarded for clear answers and, illustrations where possible.

A Bird In Hand is Worth Two In the Bush



**Question One (1) (Compulsory)**

- ✓ a) Define Management and differentiate between Efficiency and Effectiveness.(8 marks)
- ✓ b) Give a detailed description of the functions of managers in an organisation? (32 marks)

**Question Two (2)**

- ✓ a) Discuss the main Features of Scientific Management(15 marks)
- ✓ b) Discuss Max Weber and the Concept of Bureaucracy(15 marks)

**Question Three (3)**

- ✓ a) What skills does a manager need in order to be effective and efficient? (15 marks)
- ✓ b) Describe how each of these skills enhances organisational performance. (15 marks)

**Question Four (4)**

Describe each of the roles of a manager in an organisation and discuss how managers should carry out these roles. (30 marks)

**Question Five (5)**

- ✓ Discuss any ten (10) characteristics which differentiate leaders from managers. (30 marks)

**GOD BLESS YOU!!! (Mk 11:26)**



**Question One (1)**

Discuss the main principles of Scientific Management and how each principle can be applied on the Zambian scenario? (20 marks)

**Question Two (2)**

Discuss any nine (9) functions of a manager. (20 marks)

**Question Three (3)**

What skills does a manager need in order to be effective? Give a detailed description of how each of these skills enhances organisational performance. (20 marks)

**Question Four (4)**

Describe each of the roles of a manager and discuss the dangers that the organisation could be exposed to if these roles are not carried out effectively. (20 marks)

**Question Five (5)**

Discuss Abraham Maslow's Hierarchy of Needs theory of Motivation. (20 marks)

**End of Test**



**THE COPPERBELT UNIVERSITY**  
**SCHOOL OF BUSINESS**  
**(EVENING PROGRAMME)**

Date : Sunday, 12<sup>th</sup> May, 2013  
Duration : 2hrs; 14:00-16:00hrs

Instructions

- a) There are four (4) questions in this paper
- b) Answer ALL
- c) In answering, clearly number and separate the points
- d) Marks will be awarded for clear explanations and appropriate examples
- e) All questions carry equal marks i.e. 25 marks each

**TEST ONE SEMESTER ONE**

**Question One**

- a) Define management and list down its five (5) components. (10 Marks)
- b) Describe each of the roles of a manager. (15 Marks)

**Question Two**

- a) Clearly explain Abraham Maslow's Hierarchy of Needs theory of motivation. (17 Marks)
- b) Briefly outline the four (4) key concepts or factors of the Expectancy theory of motivation. (8 Marks)

**Question Three**

- a) What is the difference between effectiveness and efficiency? (5 Marks)
- b) Describe in detail any five (5) functions of a manager and how they would be applied in a University. (20 Marks)

**Question Four**

Clearly explain any six (6) general principles of scientific management. (25 Marks)

God bless you Ps 127:1

"A Bird in Hand is Worth Two in the Bush (Prov 14:23)"

② 3. Work hard & New Shop  
Impersonal Impartial All claim said 'No'  
① 2. Research



**THE COPPERBELT UNIVERSITY**  
**SCHOOL OF BUSINESS**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**

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

**2012/13 SESSIONAL EXAM**

- Date : Tuesday, 8<sup>th</sup> January, 2013  
Duration : 3hrs; 09:00-12:00hrs  
Instructions :  
1. There are seven (7) questions in this paper  
2. Answer question one (1) and any other four (4) questions.  
3. In answering, clearly number and separate the points  
4. Marks will be awarded for diagrams, clear explanations and appropriate illustrations  
5. All questions carry equal marks i.e. 20 marks each

(84)

**Question One (Compulsory)**

Mr. Jon-sina Lesa owns a bakery called Amabanzi Ukulowa, which is facing many problems despite having three educated managers whose responsibilities entail effectively and efficiently meeting the company's objectives and targets. Production and ultimately profits have been dwindling for the past five years and the company can barely afford to pay salaries, taxes and suppliers. Mr. Lesa fears that soon employees will either resign or protest over the delayed salaries and it was just a matter of time before tax authorities/suppliers visited him. If you were hired as a consultant, how would you shift around the functions of the educated managers to sort out this mess? (20 Marks)

**Question Two**

Ms. Moma Lazy is the daughter of a rich widower, Mr. Mojo Lazy, who unfortunately died in a plane crash, off the coast of Mexico. Being the sole heir, she inherited all her father's fortune and she was so excited in the midst of sorrow i.e. her father's death was a blessing in disguise. Ms. Lazy used part of her inheritance to buy a small mine called Techi Muchinge Kopala, in Solwezi-Zambia and employed her best friend, Mrs. Fipelwa Nalesa, to be the General Manager (GM) and chief employer. The GM employed mostly friends, family members and church mates provided they could read, write and use their common sense. She did not pay them much to reduce expenses and used a strategy of rotating staff amongst jobs so that they generally had a rough idea on each job. The employees had no systematic way of reporting and executing tasks to encourage interaction according to the GM. Having come from a poor family where she lived one day at a time by faith, Mrs. Nalesa saw detailed planning as a sheer waste of time, lack of faith and a recipe for rigidity and failure. Furthermore, the GM set the organizational rules and targets using her own beliefs and the vast exposure she had in the mining sector as a Secretary to the General Manager. Sadly and to Mrs. Nalesa's surprise, she discovered that this approach only resulted in losses. Advise the GM on how she can revive Ms. Lazy's company. (20 Marks)

Question Three ✓

- (a) What skills does a manager need to be effective and efficient? (10 Marks)
- (b) Give any five (5) advantages of delegating. (5 marks)
- (c) Explain any five (5) barriers to delegation. (5 marks)

Question Four ✓

- (a) Clearly explain Abraham Maslow's Hierarchy of Needs Theory. (10 Marks)
- (b) Explain any five (5) reasons why people fail in planning. (5 marks)
- (c) Discuss any five (5) limitations to planning. (5 Marks)

C<sub>4</sub> P<sub>3</sub> LT G<sub>4</sub> P<sub>1</sub>

Content

Question Five

- (a) Describe any five (5) decision making techniques. (5 marks)
- (b) Explain any five (5) bases of power. (5 marks)
- (c) Briefly explain any ten (10) ways of establishing a climate for planning (5 marks)
- (d) Discuss any five (5) strategies of influencing others. (5 marks)

Question Six ✓

- (a) Describe any four (4) methods of reinforcing behaviour. (5 marks)
- (b) Explain the four (4) major types of partial reinforcement schedules. (5 marks)
- (c) Describe the roles of a manager according to Henry Mintzberg. (10 Marks)

Question Seven ✓

- (a) Clearly explain the five (5) components of emotional intelligence. (10 marks)
- (b) Give a detailed overview of the basic communication process. (10 marks)

God bless you! Ps 127:1

THE COPPERBELT UNIVERSITY

SCHOOL OF BUSINESS

BS 150 - MANAGEMENT

END OF TERM TEST 3

TIME : 2 HOURS

Thomson

Florinda

INSTRUCTIONS

ANSWER ANY TWO QUESTIONS

(QUESTION 1)

Describe and evaluate Herzberg's Two-Factor Theory. To what extent can the theory be applied to an institution like the Copperbelt University? (25 Marks)

(QUESTION 2)

Evaluate Hersey Blanchard's Situational Theory of leadership. (25 Marks)

QUESTION 3

"Communication is the essence of organizational life." Discuss this statement. (25 Marks)  
function - To express emotions and feelings - to activate motivation - To inform - To control - and To provide feedback  
aimed at increasing acceptance of org goals and actions on performance.

QUESTION 4

What is Human Resource Planning? Briefly discuss the activities involved in Human Resource Planning. (25 Marks)

Resource planning is the process ~~of~~ in which managers ensure that have the right number of kind of employees who are able of effectively efficiently carry out their tasks

Process of working  
assessing the work force

assessing the needs

development of human resources

## SECTION 1: COMPULSORY

In a classic case of overnight success, Ted's business has grown by leaps and bounds. Starting with a small camera shop in Kitwe, he has recently expanded to a complete line of photographic goods and related developing services in 3 locations in the city. He used to be able to communicate with his 3 employees by using a very informal "Hey, you!" approach – simply calling across the aisle to ask about a price, provide advice on the location of a display, or tell a clerk when to take a tea break. Now, however, he has 26 employees working on 2 different shifts in the 3 retail outlet-service centre establishments. The "Hey, you!" approach just doesn't work anymore. The problems he faces during a typical day in his work are mostly of the non-routine type. The following situations arose for Ted during the course of a recent week. What communication method or methods should he use to handle each of them properly? Describe it and give reasons concerning its suitability.

- a) Taonga has been late for work twice this week. She is a new employee, still in her probationary period with the firm, and Ted decides to let her know that she will have only one more chance.
- b) One of the photo developing machines broke down, and a backlog of work to be done on a short schedule has developed. Ted is anxious to discover whether either of the other 2 shops can handle the overload.
- c) Ted is concerned about providing high-quality customer service. Twelve of his employees come into face-to-face contact with customers, and Ted wants to tell these workers how to greet the customers, take their orders, and handle their problems.
- d) Ted's accountant, Mwila, has announced that the firm set dramatic records last year for its level of profits. Ted would like to share his joy with his employees.
- e) While attending a camera manufacturer's conference in Livingstone, Ted learned that one of last year's camera models has a defect in it which, if not corrected, will result in damage to each roll of film used. He feels obligated to tell both prior and future purchasers (customers) of that camera model about the defect.

(20 Marks)

2. Nkana Minerals Ltd. (NML) is the latest mine in Zambia which has started operating outside Kalulushi and everyone is talking about how good a company it is. You have been employed as one of the managers at this mine but you are now faced with a decision about how to treat Mubita, an employee whose attendance has been very poor. One

alternative (A1) is to enforce strict discipline by suspending Mubita from work for 3 days. A second alternative (A2) is to provide constructive encouragement to Mubita. A third alternative (A3) is to try a combination of both. But you can presume that there are only 3 ways Mubita can react to the alternatives. He may respond only to strict discipline (probability = 0.2), he may respond only to constructive encouragement ( $p = 0.5$ ), or he may respond favorably to both ( $p = 0.3$ ). In each case the probable changes in performance from each kind of response are in terms of a range of outcomes from very little improvement (10%), moderate improvement (30%) to great improvement (100%).

- a. Draw a fully labeled decision tree from the information given. (15 Marks)
- b. Explain your chosen strategy to deal with this employee, justifying it. (5 Marks)

#### QUESTION 2:

Human resources are the most vital resource under the control of a manager but it is also the most complex of all such resources. In this instance:

- i. Use a selection method you learnt to explain how to select human resources in a typical organization. (10 Marks)
- ii. Describe the equity theory of motivation and its importance. (5 Marks)

#### QUESTION 3:

- 1. As a progressive and smart graduate of CBU, you have realized that the era of waiting for other people to offer you a job are long gone. Hence you set about forming your own company and, of course, the first step is to carry out strategic planning.  
(b) Describe the five components of the process of management and why you need them. (8 Marks)

- (c) Explain the Systems Approach to management and how you will use it. (7 Marks)

#### QUESTION 4:

- a) Describe the path-goal theory of leadership and use it to differentiate among the different leadership styles which managers may utilize. (10 Marks)

plain why people fail in planning and how you can create a suitable climate for planning in your organization.

(5 Marks)

#### QUESTION 5:

JetBlue's CEO explains: "JetBlue's officers don't act aloof at their desks all day. We roll up our sleeves to understand what's going on, because our leaders shouldn't treat others as inferiors. A couple of years ago, we promoted our middle managers without giving them leadership training. They became little dictators, and favoritism started to creep into the company. So we had to create a leadership program to reset the expectations of what leaders should do. But we didn't hire a bunch of slick facilitators to talk about principles. Instead, the people who were actually living (those principles) at JetBlue were the ones teaching the courses. Now 40 of our top managers spend 2 days a year leading the group."

- i) Describe the classical leadership styles and state the one being promoted here. (9 Marks)
- ii) Define roles and norms and describe their functions in a typical organization. (6 Marks)

Diagnose Copying

#### QUESTION 6:

Bill Banda was the first to admit it. Use of the copying machine at the Copperbelt Regional Water Board, where he was the office manager, had gotten out of control. Employees were indiscriminately making copies of everything, not only of official documents but also of personal items. This put Bill's office way over its paper budget. Not unexpectedly, word came down from the national headquarters in Lusaka to "get things under control". Bill's first effort was to put a notice over the copying machine, reminding employees that the machine could be used only for official business. At the end of the month, however, the number of copies run was still as high as ever. Bill got very angry over this development. He called his employees together and read the riot act to them. "The next person I find using that machine to copy personal items will be suspended on the spot," he threatened. Only a day later, Bill saw two employees laughing as they came away from the copier machine. When he asked to see what they had been copying, they held out a bundle or so of sheets of paper. They had been copying a slightly off-color joke that someone in the office had typed. "Aw, Bill," one of them said, "we were just having a little fun. After all, what's a few sheets of paper to the government? Why, only last week, we ran off bundles of copies of a report that the State Board later canceled". "That's not the point," said Bill. "In the future, nothing personal goes on that copying machine. You hear me?" "We hear you," said the employees. At the end of the month, however, the situation had not improved. So Bill decided to take firmer action. He put a log

sheet next to the copier machine. It instructed employees to record their names and the date, time, number of copies, and purpose each time the machine was used. "Anyone I find cheating on this new system will be fired!" Bill announced.

Two weeks later, Bill checked paper usage and found that the rate of consumption had dropped only slightly. This month, the regional office would again exceed its budget. That did it! Bill got the key to the copying machine and locked it. Next, he put a sign over the machine that read: "From this time forward, anyone who wishes to use the copying machine must fill out a request form and present it to me. The individual will also show me exactly what has been run off when the key is returned". With this measure, Bill thought he had gained control of the situation. On the other hand, Bill found that he was interrupted several times a day to hand out the key and to check paper usage when the key was returned. Nevertheless, at the end of that month, to Bill's utter astonishment and frustration, he discovered that paper usage had now gone up to the highest levels ever!

- i. Draw and use the rational decision-making model to solve this problem. (10 Marks)
- ii. Use the bounded rationality model to critique your solution in i. above. (5 Marks)

#### QUESTION 7: ✓

"As part of its knowledge-management initiative, British Petroleum (BP) introduced some videoconferencing technology for rapidly sharing ideas. Soon after, one of their gas drills broke down in the North Slope of Alaska. BP's leading expert in gas turbines was working in the North Sea; it would have taken him 20 hours to fly to Alaska. Instead of putting him on a plane, BP connected him to the North Slope via videoconferencing, and he worked with on-site technicians to pinpoint the problem and get the drill back on the job. They finished the job in just 30 minutes."

- a) Draw the communication process and describe it. (5 Marks)
- b) What constitutes barriers to communication in this case? Explain. (5 Marks)
- c) Provide them with the guidelines to make communication more effective. (5 Marks)

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## THE COPPERBELT UNIVERSITY

### SCHOOL OF BUSINESS

#### DEPARTMENT OF BUSINESS ADMINISTRATION & MARKETING

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

### 2015 SESSIONAL EXAM

Tuesday, 23<sup>RD</sup> June, 2015

#### INSTRUCTIONS:

1. Time allowed (3hrs)
2. There are seven (7) questions in this paper
3. Answer questions one (1) and any other four (4) questions.
4. In answering, clearly number and separate the points
5. Marks will be awarded for diagrams, clear explanations and appropriate illustrations
6. All questions carry equal marks i.e. 20 marks each

**Question One (Compulsory)**

A Copperbelt University Bachelor of Business Administration graduate landed a managerial job at a big financial institution but because she was young and inexperienced, her subordinates would disrespect, ill treat and make fun of her especially for using guess work to make decisions. This made her work life difficult because very few of her subordinates took her seriously. If she approached you for advice, what methods would you advise her to apply in order to restore her power and control over the subordinates?

(20 Marks)

MOTIVATION

**Question Two**

(a) Describe any five (5) methods of reinforcing behaviour.

(10 Marks)

(a) Explain any five (5) ways of behaviour reinforcement schedules.

(10 Marks)

PEPA

POWER

Avordence Positive Reinforcement  
Extinction Punishment

**Question Three**

Clearly explain the five (5) components of emotional intelligence how they can enhance productivity in an organisation.

(20 marks)

**Question Four**

Management can be viewed as a discipline, a process, an art, a career or even as a group of people who manage affairs of an organisation. The actual practice of management has been around for thousands of years as evidenced by the pyramids of Egypt and the Great Walls of China. **Define the term 'Management' and clearly dissect and explain each of the components of your definition giving appropriate illustrations for each of the components.**

(20 marks)

Management

1. Through control function

2. To achieve organization goals

3. In a systematic way

✓ Question Five

functions:

14 principles

Mr. Nakatalala Sana is the proud owner of a Mining Company called, Ukusamba Kuleshupa Copper Mines, which has been running for twenty three years and has a total labour force of five hundred (500) employees and twenty (20) managers. Despite having very educated and experienced managers and employees, Mr. Nakatalala Sana noticed a continued decline in profits for one (1) year beginning February, 2013. As a result, he carried out an investigation with the help of a private research firm and discovered that his managers had not been effectively carrying out their functions hence the low profits. **If you were hired as a consultant, what advice would you give to the managers?** (20 marks)

Question Six

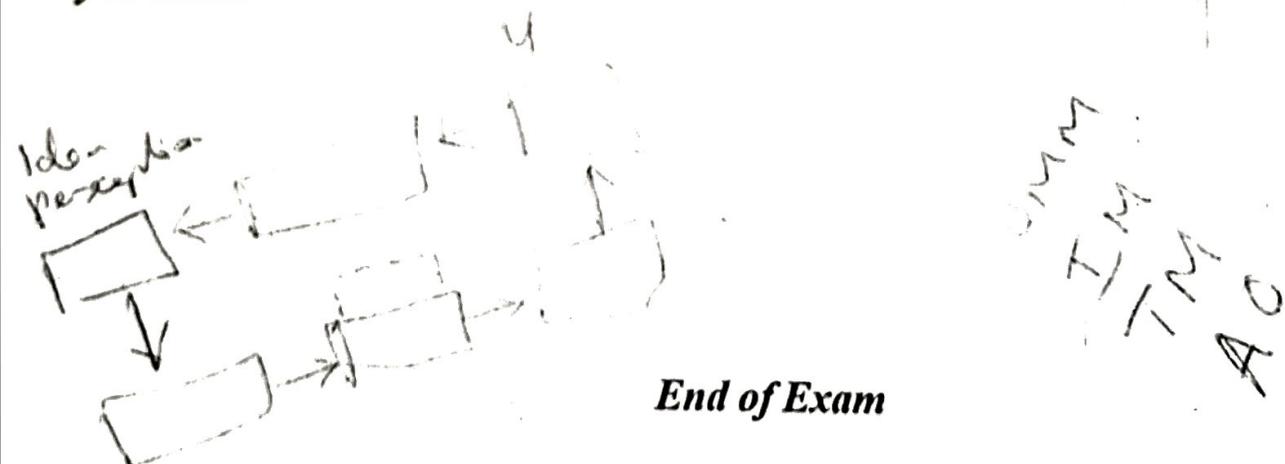
Communication

Communication is the transfer of information from one person to another within a system. It is a vital component of any organisation without which there would be total chaos. Draw and explain the **six (6) elements** of the communication process. (20 marks)

Question Seven

Managerial grid

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**



# **THE COPPERBELT UNIVERSITY**

**DEPARTMENT OF BUSINESS ADMINISTRATION & MARKETING**

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

## **2016/17 SESSIONAL EXAM**

**Date & Venue** : *Tuesday, 9<sup>th</sup> May, 2017, MPF*

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

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### **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)**

- 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.

- 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

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 share 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)

ability theory ✓  
choice theory ✓  
class program ✓  
task structure ✓

Failure to do so may result in a mark of zero.

15  
3  
/5

### 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***