



**MANICALAND STATE UNIVERSITY
OF
APPLIED SCIENCES**

FACULTY OF AGRIBUSINESS AND COMMERCE

DEPARTMENT OF BUSINESS MANAGEMENT

PRINCIPLES OF MANAGEMENT

MODULE CODE: BMAN 101/HBM 111

SESSIONAL EXAMINATIONS

SEPT/OCT 2021

DURATION: 3 HOURS

EXAMINER: MR S. MUPARANGI

INSTRUCTIONS

- 1. Answer all questions in Section A and any three questions in Section B.*
 - 2. Section A carries 40 marks whilst Section B carries 60 marks.*
 - 3. Total marks 100.*
 - 4. Credit will be given for appropriate use of examples*
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SECTION A: COMPULSORY

(Answer all questions in this section. Section A carries 40 marks)

Question 1 Read the following case study and answer the questions that follow

Trouble in a Mental Health Center

Ten years ago, a well-known and highly respected hospital located in the center of Mutare, opened its Mental Health Center treating patients with anxiety issues and depression. The administration and its staff included a lead psychoanalyst and four psychologists who were serving as unpaid interns. The leader of the Center supervised the interns who meet weekly in order to help them solve problems with patients and to offer clinical suggestions, based on his years of experience. Three years ago, the administrative leader of the Center retired. The Human Resources department of the hospital recruited and hired Dr. Mahwite, a well-known external psychiatrist, as the new administrative leader and chief psychiatrist for the Mental Health Center.

To handle the increased patient load, Dr. Mahwite has increased staff psychologists-in-training from four to eight thereby increasing span of control. Dr. Mahwite's many commitments have forced him to schedule supervision meetings with the psychologists approximately every two weeks. The psychologists' interns are given room to do the work they don't even understand. At one point Dr Mahwite was reminded by the owners of the hospital that these are just interns without any experience or full qualifications. Further to that he was advised to substitute his post action control system for concurrent control system.

During Dr Mahwite's absence the team of young interns could not accomplish anything as some of the cases were above their understanding. Conflicts are an

order of the day as these interns fight on treatment methods. Despite all this Dr Mahwite manages to allocate excessive work promising the interns that they will get opportunities for paid work after finishing their courses. There is a drastic drop in number of patients by 50%. The Mental Health Center is losing money and the level of services has diminished considerably, as currently there is minimum 6-month waiting period for a patient to consult with a psychologist, despite the increase in the number of psychologists.

Required:

- a) Define the following terms:
 - i. Span of control. (2 marks)
 - ii. Concurrent control system. (2 marks)
 - iii. Post Action control system. (2 marks)
 - iii. Scalar principle. (2 marks)
- b) In your own view, why is it the owners of the hospital advised Dr Mahwite to substitute his post action control system for concurrent control system. (4 marks)
- c) Which leadership style does Dr Mahwite display? Support your answer with the case study as well as leadership theory. (8 marks)
- d) Do you think leadership style being displayed by Dr Mahwite is the appropriate for the mental Health Centre? Justify your choice. (6 marks)
- e) Which leadership style would you advise the Mental Health Institution to adopt given the current situation. (6 marks)

- f) Suppose the top management of the institution has decided to implement Management By Objectives (MBO) to solve the crisis, advise them on the key elements of MBO. (8 marks)

[Total marks:40]

SECTION B

(Answer any 3 questions from this section. Each question carries 20 marks)

Question 2

- a) Using practical examples differentiate the following management concepts.
- i. Leadership and management. (4 marks)
 - ii. Efficiency and effectiveness. (4 marks)
- b) Discuss any 5 non-monetary ways in which government of Zimbabwe can boost morale of civil servants given the current economic conditions. Use theories to support your arguments. (12 marks)

[Total marks: 20]

Question 3

One of the principal aspects of a manager's job is decision making and one of the most topical issues in decision making is the extent to which managers involve their subordinates in decision making. Discuss the implications of involving subordinates in decision making. **[20 marks]**

Question 4

Taribho Energy Private Limited (TE) have set plans to invest in Zimbabwe. They want to construct a 700MW solar power station which is expected to ease the country's electricity challenges. However, TE is not certain about the environment. Conduct an assessment of Zimbabwe economic-environment and advise TE on whether to proceed with the investment or not. **[20 Marks]**

Question 5

- a) Most organisations fail due to inability to set clear goals. As a business management student, advise managers on how they can set goals for their organisations. (10 marks)
- b) Every manager's influence relies on unique source of power. Using practical examples, discuss any 3 sources of power for managers. (10 marks)

[Total marks: 20]

Question 6

Using applicable theories, critique the view that success of leadership hinges on the traits of a leader. **[20 marks]**

END OF EXAM