



MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

FACULTY OF AGRI BUSINESS AND COMMERCE

BUSINESS MANAGEMENT DEPARTMENT

MODULE: PRINCIPLES MANAGEMENT

MODULE CODE: BMAN101

SESSIONAL EXAMINATIONS

NOVEMBER 2022

DURATION: 3 HOURS

EXAMINER: MR MAKIWA

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 questions that follow

Healthcare Crisis Management: Global Pandemic

While the global pandemic that began in late 2019 challenged many organizations, the calamity also highlighted examples of strong crisis management. The Cleveland Clinic Abu Dhabi operates as a U.S. medical center in the United Arab Emirates. The hospital faced COVID-19 early in its migration beyond China. The clinic responded quickly in order to both expand its emergency capacity and continue providing care for cancer and transplant patients, as well as for those with other complex needs.

Dr. Rakesh Suri, CEO of Cleveland Clinic Abu Dhabi, says that forming a crisis management team (that included individuals from all levels of the organization) was a critical step, as doing so enabled the hospital to act with agility. The medical center also coordinated with other local hospitals to maximize resources and play to each institution's strengths. The executive team took extra steps to take care of staff, including talking honestly about their emotional challenges and providing sleeping rooms, meditation space, online workouts, nutritious food, counseling, and childcare.

An in-depth case study on the hospital surfaced several lessons, including the importance of preparing for worst-case scenarios, leaders empowering their teams to

solve problems innovatively, encouraging candor, proactively engaging all stakeholders, and taking care of physical and mental well-being.

In business, companies had to pivot quickly as the pandemic changed the marketplace. A 2020 Harvard Business School study of 350 senior executives in China who faced the crisis early found some key commonalities among those who managed effectively, including the following: Improve decision-making by moving away from the hierarchical model, collaborate in new ways with customers, suppliers, regulators, and even competitors, support remote work by changing company culture to prioritize trust and results over command-and-control and physical presence, ask employees to self-select for challenging assignments in order to get maximum ownership and motivation and embed new learning and innovative digital strategies that arise in a crisis into your organization's muscle memory.

Required:

- a) With aid of examples define crisis management. (5 marks)
- b) Explain the strategies which were used to manage the crisis in this case study (15 marks)
- c) Discuss the importance of the involvement of individuals at all levels of the organization in crisis management. (10 marks)
- d) Analyse any three qualities managers to should possess so as to manage crisis successfully (10 marks)

[Total marks: 40 marks]

SECTION B

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

Question 2

Using an organisation of your choice, discuss how they can use the Abraham Maslow hierarchy of needs to motivate employees [20 marks]

Question 3

Analyse the importance of organisational structures using different organisational structures as examples. [20 marks]

Question 4

- a) Discuss the types of decisions which managers can make give practical examples. (12 marks)
- b) Explain the four functions of management. (8 marks)

[Total: 20 marks]

Question 5

Demonstrate how Econet Wireless Public Limited can use the Scientific Management Theory to increase efficiency of their organisation. [20 marks]

Question 6

Discuss how the macro-environment affect any organization of your choice. [20 marks]

END OF EXAMINATION