



MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

FACULTY OF AGRIBUSINESS AND APPLIED SOCIAL SCIENCES

DEPARTMENT OF APPLIED BUSINESS SCIENCES

PRINCIPLES MANAGEMENT

MODULE CODE: BMAN101

SESSIONAL EXAMINATIONS

JUNE 2023

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)

Read the case study below and answer the following

Question 1

Adidas is a Germany shoe, clothing and apparel company that also own Reebok, Taylor Made and Rockport. Adidas is the largest sportswear company in Europe and is the second only to Nike as the largest sportswear company in the world. The company sports the recognizable logo of three slanted parallel bars of ascending height.

Adidas was founded in 1924 by Adolf Dassler, but it did not become a fully registered company until 1940. Its headquarters are located in Herzogenaurach, Germany, the hometown of its founder. Although many believe that Adidas stands for “All day I dream about soccer” the true origin of the name comes from the amalgamation of Adolf’s nickname, Adi, and the first three letter of his last name. Adidas specializes in the design and manufacturing of footwear, sportswear, sports equipment and, yes, even toiletries, most notably, deodorant. However, the company first gained international recognition in 1936 at the Summer Olympic in Berlin, where it outfitted U.S. track star Jesse Owens with its track shoes. Owens won four gold medals in the games. With a specifically stated Corporate Strategy, the company needs to ensure that their organizational structure will allow for and be flexible to this strategy being sought after. Their objectives outlined in the corporate strategy ensure the mission statement will translate into action, while also guiding and coordinating decisions. There is no purpose in having well thought out strategic objectives, but no structure and cohesion to attain these objectives. The Adidas Group comprises of a four person executive board, including one Chief Executive Officer and three board members representing the shareholders and six members representing the staff.

The Supervisory Board advises and supervises the executive board in matter concerning the management of the company. It is the role of the supervisory board to ensure that the pathway and

vision determine by the executive board is forth rightly followed by the rest of the organization from the top, all the way down to those entrusted with manufacturing their products.

The strengths of ADIDAS are strong management team and good corporate strategy in North American and overseas markets, brand recognition and reputation, diversity and variety in productions offered on the web (footwear, apparel, sporting, equipment, etc.), strong control over its own distribution channel, strong customer base, and strong financial position with minimal long term debts. Weakness of ADIDAS is negative image portrayed by poor working condition in its overseas factories, and E-commerce is limited to USA.

Required:

- a) With reference to case, define the term management (5 marks)
- b) With reference to the case, explain the purpose of the following:
 - i) Mission statement (5 marks)
 - ii) Corporate Strategy (5 marks)
- c) Discuss the importance of organisational structure in Adidas (10 marks)
- d) Evaluate the micro environment of Addidas. (15 marks)

[Total Marks 40]

SECTION B

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

Question 2

Using any motivational theory explain how an organisation of your choice can use it to motivate employees (20 marks)

Question 3

Using practical examples, critically analyse the assertion that leaders are born not made. (20 marks)

Question 4:

Outline any four leadership styles and the situations in which they are appropriate.(20 marks)

Question 5

Critically analyse any 5 roles of leaders in an organisation of choice.

Question 6

Discuss how the macro-environment affect the organization. Use practical examples.

(20 marks)

[Total: 20 marks]

END OF EXAMINATION PAPER