



MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

FACULTY OF AGRIBUSINESS AND COMMERCE

DEPARTMENT OF APPLIED BUSINESS SCIENCES

PRINCIPLES OF MANAGEMENT

MODULE CODE: BMAN101

SESSIONAL EXAMINATIONS

DECEMBER 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 forthrightly 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.

Makiwa Enterprises is facing huge losses. The owner of the company is an MBA pass out. Even then many things in the organisation are happening which are indicative of lack of proper management in the company. First of all there is no specific sharing of work and any time any employee is asked to do anything. This has led to wastage of efforts. Further due to negligence in proper work sharing there has been no specialization development in the nature of the jobs done by the employees. There are no clear and fair agreements between the workers and the management. This has led to a lot of frustration in the workers. Management has quite often been found to be ignorant of not fulfilling promises done by it. There are also no strict rules and regulations binding on the conduct of the workers. The departmental heads who are

the middle level managers in the company and hold key positions always favor their relatives. They quite often don't turn up for job on time. They are always looking for special relaxations from the top management. This has led to feeling of resentment among the employees who are also demanding special favors and threatening strike in the coming days.

Required

- a) Define the term management. (4 marks)
- b) Identify 3 of Henry Fayol principles which were violated and explain their importance in business management. (12 marks)
- c) Using the managerial four functions, discuss how Makiwa Enterprises can improve its operations (12 marks)
- d) Using this case critically analyse the significance of proper business management in an organisation. (12 marks)

[Total Marks 40]

SECTION B

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

Question 2

Using an organisation of your choice evaluate the specific environment of that organisation. (20 marks)

Question 3

Management a science or art. Discuss. (20 marks)

Question 4

Using practical examples distinguish between the scientific management theory and Abraham Maslow Hierarchy of needs. (20 marks)

Question 5

According to Henry Mintzberg discuss the roles of a manager. (20 marks)

Question 6

Explain how any organisation of your choice can use Porter 5 forces model (20 marks)

END OF EXAMINATION