

**NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY  
FACULTY OF BUILT ENVIRONMENT  
BACHELOR OF QUANTITY SURVEYING  
PART IV FIRST SEMESTER EXAMINATIONS JANUARY 2008**

**PRINCIPLES OF MANAGEMENT– AQS 1108**

**TIME:** 3 Hours

**TOTAL MARKS:** 100

**INSTRUCTIONS:**

**Answer Question One and any other three  
All questions carry equal marks**

**QUESTION 1**

- a. Why is it important to study Management Theory? **(3marks)**
- b. Distinguish between scientific management theory and classical organisational theory. **(2marks)**
- c. Briefly describe the contribution of the following theorists in the development of management theory.
  - i) Frederick W. Taylor (1856-1915)
  - ii) Henry L. Gantt (1861-1919)
  - iii) Frank and Lilian Gilbreth (1868-1924 & 1878-1972)
  - iv) Henry Fayol (1841-1925)

**(20 marks)**

**QUESTION 2**

- a. List and explain various management roles under the following
  - i) Interpersonal roles
  - ii) Information roles
  - iii) Decision roles**(9marks)**
- b. Giving relevant examples, discuss challenges faced by management in accomplishing organisational objectives. **(6marks)**
- c. List and explain three types of leadership styles that are common in organisations.

**(10 marks)**

### **QUESTION 3**

- a. Explain the importance of planning on a construction project. **(5marks)**
- b. With the aid of clearly annotated diagrams, describe the flowing organisational structures citing pros and cons associated with each one of them, giving practical examples related to the construction industry.
- i) Functional
  - ii) Divisional
  - iii) Matrix **(3 marks)**
- c. Discuss the importance of effective communication in a construction company. **(12marks)**

### **QUESTION 4**

- a. Motivation is an essential managerial technique that results in the success of an organization. Explain the importance of this technique in achieving organizational goal. **(5marks)**
- b. Describe Abraham Maslow's hierarchy of human needs and how applicable is the theory to proper management of a construction company. **(8marks)**
- c. Marketing is an important strategy in an organization. Discuss the various elements of marketing mix. **(12 marks)**

### **QUESTION 5**

- a. Explain the term "Budget" **(2marks)**
- b. Describe various components that form a budget for a building project and explain the control mechanisms that can be implemented to keep the overall construction cost within the initial budget. **(13marks)**
- c. How effective is a construction budget and control mechanisms commonly used in the construction industry considering the hyper inflationary in Zimbabwe. **(10 marks)**

### **QUESTION 6**

Quality is one of the major requirements of clients and as such, construction participants strive to accomplish it within the protracted client budget and anticipated contract period. Discuss how Total Quality Management (TQM) is enhanced in an organization. What are the consequences of poor implementation of TQM techniques on a construction building project that is to be used by the public? **(25 marks)**