

**NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**FACULTY OF THE BUILT ENVIRONMENT**  
**BACHELOR OF QUANTITY SURVEYING (HONOURS) DEGREE**  
**PART I FIRST SEMESER EXAMINATION DECEMBER 2011**  
**PRINCIPLES OF MANAGEMENT - AQS 1108**

Time: 3Hours

Total marks: 100

***Instructions***

Answer **four** questions. All questions carry equal marks.

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**QUESTION 1**

Charles Handy writes: "It has never been easy to define what management is or what it does." Using examples of organisations you know identify and explain the functions of management in an organisation. (25 marks)

**QUESTION 2**

Using relevant examples from construction projects:

- a) Illustrate and explain matrix organisation chart and showing the relationships that exist among the members in the organisation. (10 marks)
- b) Identify and discuss the major advantages and disadvantages of the matrix form of organisational structure. (15 marks)

**QUESTION 3**

With reference to communication within organisations;

- a) Identify and discuss the barriers to communication which can occur within a large organisation. (20 marks)
- b) What is the value to staff of a "one-to-one" meeting with their manager. (5 marks)

**QUESTION 4**

Using management theories, explain how over-reliance on monetary rewards to motivate employees may become detrimental rather than constructive in managing performance within organisations. (25 marks)

**QUESTION 5**

Identify and discuss with supporting reasons what you would consider to be the most important attributes or qualities of a successful leader within an organisation. (25 marks)