

**NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**FACULTY OF THE BUILT ENVIRONMENT**  
**BACHELOR OF QUANTITY SURVEYING (HONOURS) DEGREE**  
**PART I FIRST SEMESTER EXAMINATION – JANUARY 2013**  
**PRINCIPLES OF MANAGEMENT - AQS 1108**

**TIME ALLOWED: 3 HOURS**

**TOTAL MARKS: 100**

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**INSTRUCTIONS TO CANDIDATES**

Answer any **four** questions

**INFORMATION FOR CANDIDATES**

- i) All questions carry **25 marks**
  - ii) Questions may be answered in any order
  - iii) Credit will be given for the use of appropriate examples
  - iv) This paper contains **seven questions**
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**QUESTION 1**

- a) What is meant by 'contingency theory' approach to management **(5 marks)**
- b) State and discuss its differences from the classic theories **(20 marks)**

**QUESTION 2**

- a) Identify any five functions of management according to Koontz and O'Donnel **(5 marks)**
- b) Using examples explain any four of the functions of management mentioned above  
**(20 marks)**

### **QUESTION 3**

a) Define management (5 marks)

b) State and explain the various levels of management and the tasks they perform

(20 marks)

### **QUESTION 4**

Using examples explain the differences between a centralised and a decentralised organisation.

(25 marks)

### **QUESTION 5**

Discuss the following approaches to budgeting

a) Traditional approach (5 marks)

b) Flexible budgets (5 marks)

c) Zero-based budgets (5 marks)

d) Profit/Budget approach (5 marks)

e) Comparison approach (5 marks)

### **QUESTION 6**

Discuss the barriers to communication in an organisation using various examples.

(25 marks)

### **QUESTION 7**

“ A company should behave like a good citizen in business. The law does not (and cannot) contain or prescribe the whole duty of a citizen. A good citizen takes account of the interests of others besides himself and tries to exercise an informal and imaginative ethical judgement in deciding what he should or should not do. This, it is suggested, is how companies should seek to behave.” The Watkinson Report (1973). Present an argument for and against social responsibility.

(25 marks).

**END OF EXAMINATION**

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**BACHELOR OF QUANTITY SURVEYING (HONOURS) DEGREE**  
**PART I SUPPLEMENTARY EXAMINATION – AUGUST 2013**  
**PRINCIPLES OF MANAGEMENT - AQS 1108**

**TIME ALLOWED: 3 HOURS**

**TOTAL MARKS: 100**

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**INSTRUCTIONS TO CANDIDATES**

Answer any **four** questions

**INFORMATION FOR CANDIDATES**

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**QUESTION 1**

Management has been defined as “the art of getting things done through people.” How adequate is this definition. **(25 marks)**

**QUESTION 2**

Compare and contrast Taylor’s scientific management and Mayo’s human relations approach. **(25 marks)**

**QUESTION 3**

- a) What is Management by Objectives **(5 marks)**
- b) Discuss the advantages and disadvantages of Management by Objectives **(20 marks)**

**QUESTION 4**

Using examples, explain why organisational structures change over time. (25 marks)

**QUESTION 5**

a) What is delegation in management? (5 marks)

b) Discuss the advantages and disadvantages of delegation (20 marks)

**QUESTION 6**

Staffing has been identified as one of the major functions of management. Discuss the process of staffing using the guidelines below:

a) Manpower planning (5 marks)

b) Recruitment, selection and placement (5 marks)

c) Training and development (5 marks)

d) Remuneration (5 marks)

e) Performance appraisal (5 marks)

**QUESTION 7**

Compare and contrast the function and structure of private and public sector organisations.

(25 marks)

**END OF EXAMINATION**