

WOMEN'S UNIVERSITY IN AFRICA



Addressing gender disparity and fostering equity in University Education

FACULTY OF MANAGEMENT AND ENTREPRENEURIAL SCIENCES

**BSc HONOURS DEGREE IN MANAGEMENT AND ENTREPRENEURIAL
DEVELOPMENT STUDIES SPECIALISING IN BANKING & FINANCE/
MANAGEMENT & MARKETING**

BACHELOR OF ACCOUNTING SCIENCES HONOURS DEGREE

BSc HONOURS DEGREE IN HUMAN RESOURCES MANAGEMENT

BSc HONOURS DEGREE IN PURCHASING AND SUPPLY CHAIN MANAGEMENT

MAIN PAPER

BM124: GENERAL MANAGEMENT PRINCIPLES

INTAKE 27 & 12: FIRST YEAR, SECOND SEMESTER

DATE:

TIME: 3 HOURS

INSTRUCTIONS TO CANDIDATES

Answer question **1** and any other **two**

Question 1

Vivian's Bank under Fire

Vivian's appointment as a chief executive was front page news. She was the first woman to lead one of Britain's Big Four banks. Her predecessor, Malcom Stanton, had been fired due to the bank's poor profit performance. The board made it clear to Vivian that a significant profit improvement was needed within 18 months.

Vivian's approach to management was broadly theory Y. She trusted that people would give her the best as long as the goals were clear. The manager of the bank's overseas section was delighted to be told there would no longer be a monthly review of performance. In future, an annual meeting with Vivian would be sufficient. The target of a 40% profit increase was more of a shock, but after discussion Vivian relaxed it to 33%.

At the half-year stage, Vivian was delighted to see that overseas profits were up by more than 30%. Her delegation programme had worked. The first sign that anything was going wrong came from an article in Private Eye magazine. Its headline 'Vivian's Bank Under Fire' was followed by an article suggesting that the bank was the main financier of the arms trade in war-torn Central America. Within a fortnight the national papers had dredged up more scandal. The bank was accused of involvement with an environmental disaster in Brazil and a corruption case in the Far East.

Interviewed on the BBC's Today programme, Vivian defended herself by assuring the audience that "Neither I nor any board member has any knowledge of any of these cases. I have put in hand a thorough inquiry that will look into every aspect of these rumours. This bank has an ethical code that we take very seriously. I am confident that these stories will prove to be just stories.

Required:

- a) Outline the benefits Vivian would have been expecting to gain from her policy of delegation. [10]
- b) Discuss why her approach to delegation might have created a situation in which unethical practices were adopted by the overseas section of the bank. [10]
- c) Examine any four types of power Vivian could have used as she executed her work. [20]

Question 2

Explain the following approaches to management.

- a) Total quality management [10]
- b) Business reengineering [5]
- c) Quantitative business [5]

Question 3

Explain any four types of power a manager can use in the organisation. [20]

Question 4

Explain how managers can use Herzberg's Motivation theory to motivate employees. [20]

Question 5

- a) Outline the controlling process. [5]
- b) Using practical examples, discuss any three types of control a manager can use in an organization. [15]

Question 6

Analyse the environment of an organisation of your choice using the **SWOT** analysis. [20]

END