



ZCAS University

INTRODUCTION TO MANAGEMENT

SMS191

FRIDAY 31st May 2024

Time 08:30 – 11:30 Hours

TIME ALLOWED: THREE HOURS (plus 5 minutes to read through the paper)

INSTRUCTIONS:

1. Section A: this question is **compulsory** and must be attempted.
2. Sections B: Answer **Three (3)** questions from this section.
3. This examination paper carries a total of **100 marks**.
4. Candidates must **not turn this page** until the invigilator tells them to do so.

SECTION A: Question 1 is compulsory and must be attempted

Case study for question one

Section A

Case study on Mobile network providers

Mobile phone providers such as ZAMTEL do the phone services or and provide infrastructure. In most countries where there are several network providers who compete to sell connections to phone users. Users pay to use these services in two ways: 'pay monthly' and 'pay as you go'. Under a pay monthly contract, the customer pays the mobile network provider at the end of each month for calls made and other services that have been used. There is usually a fixed element to the monthly payment, which covers access to the network and also some calls and other services. There will be an additional variable element to the payment if the customer uses additional call time or other services. The network provider has the customer's bank details and collects monthly payments by direct debit.

Pay monthly contracts are typically for two years. The ZAMTEL network providers usually give the customer a phone as an incentive to sign the contract and a replacement (or 'upgrade') phone when the user renews at the contract's end. Those phones will either be 'free' or will require the customer to pay a heavily discounted price that is usually 20-25% of the phone's retail value. The networks are effectively selling these phones on credit because they recoup their costs by building a repayment into the fixed element of the monthly fee.

Pay monthly customers are effectively being sold new mobile phones every two years, whenever they renew their contracts. As an incentive to attract or retain customers, the network providers use their buying power to obtain discounts when they buy phones and they pass much of that discount onto their customers.

A pay as you go customer must pay in advance to use the mobile network. Advance payments can be made by buying a voucher from a shop, by making a card payment or by using some bank automated teller machines (ATMs). The resulting credit is tracked by the network providers' systems and is used whenever the phone makes a call or accesses another service.

The ZAMTEL network providers ensure that pay as you go phones are sold at a discount to their full retail value, again as an incentive to attract customers. That discount is less generous for a pay as you go phone than for pay monthly because a customer who buys a pay as you go phone is under no legal obligation to buy further credit.

QUESTION 1

- A) State and discuss the theory and author whose focus was on management that involves the process of planning, organising, coordinating, directing, and controlling the organisation's resources in order to achieve the organisation's objectives. **(10 Marks)**
- B) State and discuss the theory and author whose focus was on the achievement of improved labour productivity. **(10 Marks)**
- C) Discuss 3 advantages and 3 disadvantages of Bureaucratic theory, and should state the author **(10 Marks)**
- D) Discuss the (5) Five Sources of power **(10 Marks)**

Total: 40 marks)

SECTION B: Attempt any THREE questions in this section

Question 2

A functional structure groups employees based on specializations, like having all accountants in the accounting or revenue department. A divisional structure groups them across product or service lines, like having a marketing department for each individual product. The accounting process includes summarizing, analyzing, and reporting these transactions to oversight agencies, regulators, and tax collection entities. The financial statements used in accounting are a concise summary of financial transactions over an accounting period, summarizing a company's operations, financial position, and cash flows.

- a. Discuss what a budget is and state the advantages and disadvantages of a budget. **(5 marks)**
- b. Discuss the differences between the Current assets and Current liabilities **(5 Marks)**
- c. Discuss the three sources of Finance. **(10 marks)**

TOTAL: (20 marks)

Question 3

Environmental issues have no borders. As environmental issues continue to worsen globally, businesses are seeing the responsibility they have to reduce their elephantine carbon footprints. Mass production needs mass amounts of resources. If we do not care for the planet, the precious resources we have will deplete, to the detriment of all. Companies that face environmental and ethical issues in business with solutions have a market advantage. Consumers are increasingly more likely to purchase from businesses with strong CSR strategies. The external business environment consists of economic, political, and legal, demographic, social, competitive, global, and technological sectors. Managers must understand how the environment is changing and the impact of those changes on the business.

- a:** State and discuss the 7s Model internal environment analysis to address the problem for the business. **(10 marks)**

b: The 5M's refer to inputs that an organisation requires in order to function. Each of the inputs needs to be carefully employed as each is a valuable resource in enabling the organisation to meet their goals. Discuss each of the analysis of the firm's inputs using 5Ms model **10 marks)**

TOTAL: (20 Marks)

Question 4

Every company needs an organizational structure—whether they realize it or not. The organizational structure is how the company delegates roles, responsibilities, job functions, accountability, and decision-making authority. Having an organizational structure that aligns with your company's goals and objectives is crucial. The various types of organizational structures, the benefits of creating one for your business and specific elements

a. Discuss the differences between Organic vs Mechanistic Structures **(10 marks)**

b. Structural and operational practices of the chronic disease prevention and control unit of a health department had proposed a conceptual model of structure, function, and effectiveness for future study. Discuss the advantages & disadvantages of functional division **(10 marks)**

TOTAL: (20 Marks)

Question 5

Super loaf Bakery used to be a major supplier of the bakery products in Zambia. The company was producing a variety of bread and its associated bakery products supplying to a number of retail outlets on the Copperbelt shops in Zambia. Its supply to the markets was consistent at times but still worked to provide the market at large. The production system was to meet the demand for the local market to ensure that the market was well provided.

a) State and discuss the production type for a one-off production of special orders that are custom built to the client's specifications. **(10 marks)**

b) State and discuss the production type which is involved with the making of a limited number of identical items where work is fully completed before production switches to another product. **(10 marks)**

TOTAL: (20 Marks)

END OF EXAMINATION