

TOPIC 1

INTRODUCTION TO MANAGEMENT

QUESTION 1

April 2026 Question Three B

Explain TWO interpersonal roles performed by managers in organisations as advocated by Henry Mintzberg. (4 marks)

MASOMO MSINGI ANSWER

Interpersonal roles performed by managers in organisations as advocated by Henry Mintzberg

1. Figurehead Role

In this role, the manager acts as a symbolic leader representing the organization in all matters of formal nature. They perform social, ceremonial, and legal duties to inspire and show goodwill. *Examples* include signing official documents, cutting the ribbon at a new branch launch, greeting important visitors, or attending a subordinate's wedding.

2. Leader Role

This is the core interpersonal role where the manager guides, motivates, and develops their team. The manager is responsible for aligning the individual goals of employees with the overall objectives of the organization. *Examples* include hiring and training new staff, conducting performance appraisals, and finding ways to motivate team members to boost productivity.

3. Liaison Role

In this role, the manager establishes and maintains a network of outside contacts and relationships to gather useful information. They act as a bridge connecting the organization or their specific department to external stakeholders and peers. *Examples* include attending industry conferences, networking with suppliers, or collaborating with managers from other departments within the company.

QUESTION 2

December 2025 Question Two A

Explain FIVE strategic differences between leadership and management. (5 marks)

MASOMO MSINGI ANSWER

Five strategic differences between leadership and management:

1. Vision vs. Execution

- **Leadership (Setting the "What" and "Why"):** Leaders are visionaries who focus on the "big picture." They look toward the horizon to determine the organization's future direction and purpose.
- **Management (Setting the "How" and "When"):** Managers are executors. They take the leader's vision and translate it into actionable plans, budgets, and specific timelines to ensure the goal is reached.

2. Change vs. Stability

- **Leadership (Driving Transformation):** Leadership is about coping with change. Leaders challenge the status quo, encourage innovation, and navigate the organization through uncertainty.
- **Management (Maintaining Order):** Management is about coping with complexity. Managers strive for stability, consistency, and efficiency. They implement systems and controls to minimize risk and ensure day-to-day operations run smoothly.

3. Influence vs. Authority

- **Leadership (Personal Power):** A leader's ability to lead comes from influence. They inspire people to follow them because of their character, passion, or ideas. Leaders have followers.
- **Management (Positional Power):** A manager's ability to direct comes from their formal authority or rank within the organizational hierarchy. They have the power to reward or discipline. Managers have subordinates.

4. Long-Term vs. Short-Term Horizon

- **Leadership (Future-Oriented):** Leaders focus on long-term sustainability and growth. They are concerned with where the organization will be in 5 to 10 years and are willing to sacrifice short-term gains for long-term strategic positioning.
- **Management (Present-Oriented):** Managers focus on short-term results, such as meeting quarterly targets, managing current budgets, and completing immediate tasks. Their success is often measured by "here and now" performance metrics.

5. Aligning People vs. Organizing Staff

- **Leadership (Creating Buy-in):** Leaders align people by communicating a compelling vision that connects individual work to a higher purpose. They focus on building culture and empowering individuals.

- **Management (Allocating Resources):** Managers organize staff by creating structures, defining job roles, and delegating specific tasks. They focus on staffing, training, and providing the tools necessary to complete the job efficiently.

QUESTION 3

August 2025 Question Four A

Explain FIVE characteristics of effective administration. (5 marks)

MASOMO MSINGI ANSWER

FIVE characteristics of effective administration

- 1. Clear Communication:** Effective administration relies on clear, concise, and timely communication. This means ensuring that information flows accurately and efficiently in all directions – from leadership to staff, between departments, and even upwards from employees. When communication is clear, everyone understands their roles, responsibilities, and objectives, which reduces misunderstandings, prevents errors, and fosters a collaborative environment.
- 2. Efficiency and Productivity:** An hallmark of good administration is its ability to achieve desired outcomes with minimal waste of time, effort, or resources. This involves streamlining processes, optimizing workflows, and eliminating redundancies. Efficient administration ensures that tasks are completed promptly and effectively, allowing the organization to maximize its output and achieve its goals with greater speed and less cost.
- 3. Accountability and Transparency:** Effective administration involves establishing clear lines of accountability, where individuals and teams understand who is responsible for what and are answerable for their actions and outcomes. Equally important is transparency, which means operations, decisions, and performance are open to scrutiny. This builds trust, encourages ethical behavior, and ensures that the organization is acting in the best interests of its stakeholders.
- 4. Adaptability and Flexibility:** The administrative landscape is constantly changing. Therefore, effective administration must be adaptable and flexible. This means being able to adjust plans, processes, and strategies in response to new challenges, opportunities, or shifts in the internal or external environment. Organizations that can pivot quickly and effectively are better equipped to navigate uncertainty and maintain their effectiveness.
- 5. Ethical Conduct and Integrity:** Underpinning all administrative functions is the commitment to ethical conduct and integrity. This involves adhering to moral

principles, legal standards, and organizational values in all decisions and actions. Ethical administration ensures fairness, builds trust, upholds the organization's reputation, and promotes a positive work environment where employees feel respected and valued.

QUESTION 4

April 2025 Question Two A

Explain the term “administration”.

MASOMO MSINGI ANSWER

Administration refers to the process of **planning, organizing, directing, coordinating, and controlling** resources (such as people, finances, and information) to achieve organizational goals efficiently and effectively.

QUESTION 5

April 2025 Question Three A

Summarise FIVE roles of middle level managers in an organisation. (5 marks)

MASOMO MSINGI ANSWER

Roles of middle level managers in an organisation

1. **Implementing Organisational Policies:** Middle managers translate top-level strategies into actionable plans for lower-level employees.
2. **Supervising and Coordinating Departments:** They oversee various departments or teams, ensuring activities align with overall goals.
3. **Liaising between Top and Lower Management:** They act as a communication bridge, conveying directives from senior managers and feedback from subordinates.
4. **Motivating and Developing Staff:** Middle managers are responsible for motivating teams, resolving conflicts, and facilitating employee development.
5. **Monitoring Performance and Reporting:** They track departmental performance, prepare reports, and recommend improvements to top management.

QUESTION 6

August 2024 Question Two A

Describe FIVE factors that are reshaping and redefining management in modern day organisations. (5 marks)

MASOMO MSINGI ANSWER

Five factors reshaping and redefining management in modern day organizations:

1. **Technological advancements:** The rapid pace of technological change has significantly impacted the way organizations operate, requiring managers to adapt to new tools, processes, and ways of working.
2. **Globalization:** Increased globalization has created a more interconnected world, necessitating managers to understand different cultures, markets, and regulatory environments.
3. **Demographic shifts:** Changing demographics, such as aging populations and increased diversity, have created new challenges and opportunities for organizations, requiring managers to adapt their leadership styles and strategies.
4. **Economic uncertainty:** Economic instability and volatility have made it more difficult for organizations to predict and plan for the future, requiring managers to be more agile and adaptable.
5. **Climate change and sustainability:** Growing concerns about climate change and sustainability have placed new demands on organizations to adopt environmentally friendly practices and contribute to a more sustainable future.

QUESTION 7

April 2024 Question Two B

Explain FIVE features of management. (10 marks)

MASOMO MSINGI ANSWER

Features of Management

1. **Management is complex:** Management involves dealing with a variety of activities and variables. Some of the variables are interrelated while others are heterogeneous. Some management variables are within the control of the entity's management yet other variables are beyond their control. Environmental uncertainty further complicates the management process. The fact that management involves making constant changes to activities, decisions and strategies causes management to be a complex process.
2. **Management is universal:** Management is practiced in virtually all productive organizations; whether public sector or private sector, profit making or non-profit making, large or small, domestic or multinational enterprise. There are also universal fundamental management principles that are applied in management and in addition managers at all levels perform the same basic functions.

3. **Management is goal Oriented:** Management is not a random process but purposeful. The process of management is geared towards attainment of specified organizational goals.
4. **Management is a social process:** A social process refers to forms of social interaction that occur repeatedly. Management is concerned with developing various relationships among people. Management is also done by people, through people and for people. It touches all aspects of human activities
5. **Management is an integrative process:** Management involves synchronizing individual organizational members' objectives and departmental objectives with those of the rest of the organization, It involves synchronizing the activities of the different units of the enterprise.
6. **Management is concerned with productivity:** Productivity is a function of efficiency and effectiveness. Efficiency is concerned with using the minimum amount of resources to achieve the desired ends. Effectiveness on the other hand is doing the right thing at the right time and achieving
7. **Management is a continuous process:** Management is a never-ending process as long as the entity is in existence. All the functions of management are performed continuously.
8. **Management is Multidisciplinary:** Management draws from a variety of disciplines such as; finance, engineering, sociology, psychology, economics, anthropology and others.
9. **Management is a Composite process:** Management consists of series of functions which must be performed in a proper sequence. These functions are inter-dependent. As the main functions of management are planning, organizing, staffing, directing and controlling; organizing cannot be done without doing planning, similarly, directing function cannot be executed without staffing and planning and it is difficult to control the activities of employees without knowing the plan. All the functions inter-dependent on each other that is why management is considered as a composite process of all these functions.
10. **Management is Pervasive:** Management is not confined to one or a few aspects of the organization rather every aspect of an enterprise requires management and is affected by management.
11. **Management is distinct from ownership:** In principles of good governance practices, management is divorced from ownership. For practical reasons all the owners of the organisation for instance a listed company cannot manage the organisation. For this reason, the organisation is entrusted to salaried professionals who manage the organisation to ensure that the goals of the owners are attained.

12. **Management is an Art as well as Science:** Management is both an art and a science. It is an art as it involves application of practical knowledge to solve practical problems. It is a science as it has an organized body of - knowledge which contains certain universal truths and an art as managing requires certain skills which apply more or less in every situation
13. **Management is a dynamic function:** Management is practiced in a dynamic environment that is not static. This implies that constant changes have to be made to align the organization to the changes' in the environment.
14. **Management is Intangible:** Management function cannot be physically seen but its presence can be felt. The presence of management can be felt by seeing the orderliness and coordination in the working environment. It is easier to feel the presence of mismanagement as it leads to chaos and confusion in the organization.

QUESTION 8

April 2022 Question Four A

Examine three skills required by managers at different levels of management. (6 marks)

MASOMO MSINGI ANSWER

Skills required by managers at different levels of management

1. **Conceptual skills:** Conceptual skills refer to the ability think in abstract and to visualize the organization in a holistic manner. These skills enable a manager to see the relationship between forces in the environment that other people cannot see. It is the ability to think creatively and understand complicated or abstract ideas. These skills are critically important to the top-level management since the top management is responsible for positioning the entity as a whole strategically in its external environment. They also responsible for formulating the vision and the long-term goals of the enterprise as a whole. These responsibilities imply that the managers should be able to see beyond time and space. The conceptual skills are moderately important to the mid-level managers and less important to the lower level managers.
2. **Diagnostic skills:** Diagnostic skills refer to the ability to understand and interpret the underlying issues beneath a phenomenon and to draw MASOMO MSINGI Answers from the underlying issues. The skills are critically important to the top-level managers, moderately important to the mid-level managers and less important to the lower level managers.
3. **Technical skills:** Technical skills refer to the proficiency in handling the techniques of a given trade such as accounting techniques, engineering techniques

and others. Technical skills are the knowledge and capabilities to perform field-specific, specialized tasks. They are practical, and often relate to mechanical, information technology, mathematical, or scientific tasks.

4. **Human relation skills/interpersonal skills/soft management skills:** Human relations skills relate to the ability to deal with and work with other people. It is the ability to build up cooperative work teams, secure cooperation of staff and to handle diversity. The manager needs to know how to manage relationships between himself and his subordinates, as well as manage the relationships among those who work under him. The manager should also know how to develop relationships with his superiors, and coordinate relationships across the hierarchy. The manager should be able to build good relationships with customers, and see things from the customers' perspective.
5. **Political skills:** Political skills relate to the ability to have your own way without appearing to be egotistic or self-centered. It is the ability to get your own share of power and use it without fear of losing it. These skills will enable a manager to establish the rigid connections then skillfully use these connections for the advantage of the firm.
6. **Communication skills:** This is the ability to communicate effectively. Management involves working with people and through people. In addition, managers are the conduits of all communication flows in and out the organization. It is therefore important for managers to have exemplary communication skills. Some of these communication skills include: listening ability; empathize, communicate precisely and concisely as well as provide information on a timely basis.

QUESTION 9

December 2021 Question Five B

Analyse four arguments against management as a profession. (4 marks)

MASOMO MSINGI ANSWER

Arguments against management as a profession

1. A profession is based on an approved body of knowledge which requires rigorous intellectual training which takes a considerable period of time. Hence management is not a profession.
2. Professions typically require a significant period of hands-on, practical experience in the protected company of senior members before an individual is recognized as a professional. After this provisional period, continuous education toward