

# Management - Past Questions

1 (2006)

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3. Management (define)

Management is the process of combining human activities and physical resources towards the achievement of goals through people in formally organised groups.

2 (2001)

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4. 6 + 4 marks explanation

3 (2002)

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## (B) Importance of Management Skills.

- **Leading**

Leadership allows an individual to positively influence how others behave so that they contribute voluntarily to achieving group goals.

### Leadership Styles

Autocratic (Authoritarian)

No consultation with subordinates. All major decisions are made by the leader and orders are issued and directives are made to be obeyed without question. Objectives are achieved through the use of fear and threats.

An autocratic style will in the end fail because it produces a very resentful group of people who will not co-operate and people do not help the leader when help is needed. Usually there is nobody trained or willing to take over from the autocrat.

Democratic

This encourages people to contribute to the decision-making process. People's feelings and emotions are considered important by the leader. Shared solutions to problems are sought, motivation and co-operation levels are very high and there is excellent job satisfaction.

Laissez Faire

The leader allows complete democracy in all matters. There are no bounds to freedom of action and decision within overall objectives.

- **Motivating**

Motivation may be defined as the factors that cause people to act or behave in certain ways. People's behaviour can be influenced (controlled) by motivating them to meet their unsatisfied needs. (1) **Need** (2) **Goal** (3) **Action** (4) **Feedback**.

### Maslow's Hierarchy of Needs

The satisfaction of a person's needs begins with the basic physiological needs, e.g. food and shelter. Only after these basic needs have been satisfied will a person attempt to satisfy the next need on the ladder, e.g. safety needs, social needs and so on.

### McGregor's Theory X and Theory Y

#### Theory X

The average human being has a natural in-built dislike for work.

People have to be forced, controlled and threatened with punishment.

Safety and security are sought above all else.

Responsibility is avoided.

*Theory X suits the autocratic manager.*

### **Theory Y**

The individual does not dislike work. Work is very satisfying.

Strict control over people is not necessary if people are committed to shared objectives.

The satisfaction of self-actualisation, is the best way to get effort from people.

Human beings can be taught to accept and seek responsibility.

All members of the organisation can help solve problems.

*Theory Y would suit a democratic style of management.*

- **Communicating.**

Communication is concerned with the processes of transferring of ideas, information, messages, etc. from a sender to a receiver with the main purpose being the understanding by the receiver of the sender's message.

### **Downward Communications**

Downward communications. Instructions etc. go from a superior to a subordinate.

### **Upward Communications**

Upward - allow suggestions to be reported to the superior by the subordinate.

### **Feedback**

Everybody in the organisation should have the opportunity to influence decision making.

By seeking opinions through discussion the message is clear: subordinates have a say.

This brings everyone closer together and supports democratic styles of leadership.

### **Lateral (Horizontal) Communications**

Maintained between people with the same level of authority in the organisation. The purpose is to ensure that all sections work together at all times in the interest of all.

