

**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

**FACULTY OF COMMERCE**

**DEPARTMENT OF HUMAN CAPITAL MANAGEMENT**

**MANAGEMENT (HCM211/BS236)**

**TIME: THREE HOURS**

OCT 2024

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**INSTRUCTIONS TO CANDIDATES**

1. Answer **any four** questions.
2. Start the answer to each question on a fresh page.

**INFORMATION TO CANDIDATES**

1. No cellphones and any other unauthorised materials are allowed into the examination room.
  2. Each question carries 25 marks.
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**QUESTION 1**

‘Organic organisations are far more effective and efficient than mechanistic organizations.’  
Evaluate this statement with reference to the differences between these two ‘generic’ organisational structures. [25 marks]

**QUESTION 2**

Summarise four content theories of motivation. [25 marks]

**QUESTION 3**

Discuss Mintzberg’s:

- a) Interpersonal roles [8 marks]
- b) Informational roles [8 marks]
- c) Decisional roles [9 marks]

[25 marks]

#### **QUESTION 4**

Define the following elements of organisational design, providing one relevant example of each:

- a) Work specialisation [5 marks]
- b) Departmentalisation [5 marks]
- c) Line authority [5 marks]
- d) Span of control [5 marks]
- e) Formalisation. [5 marks]

[25 marks]

#### **QUESTION 5**

Discuss eight reasons why managers delegate tasks and responsibilities to their subordinates.  
[25 marks]

#### **QUESTION 6**

Using examples, support five arguments for the adoption of teamwork in organisations. [25 marks]

**\*\*\*END OF PAPER\*\*\***