FACULTY OF BUSINESS SCIENCES AND MANAGEMENT

DEPARTMENT OF MARKETING

BACHELOR OF COMMERCE HONOURS DEGREE IN MARKETING

PRINCIPLES OF MANAGEMENT [BMA1103/BAC1103]

JUNE 2026

DURATION: 3 HOURS

INSTRUCTIONS

1. Answer the question in **Section A** and any Three (3) questions in **Section B.**
2. Begin each question on a new page.

INFORMATION

1. Each question carries **25 marks.**
2. Questions may be answered in any order.
3. Credit will be given for the use of appropriate examples.

SECTION A: COMPULSORY

Question 1

Read the following case study and answer the following question.

CASE STUDY: MANAGING CHANGE IN A CHALLENGING ECONOMIC ENVIRONMENT: THE CASE OF GROCERYCO

For more than 20 years, GroceryCo was a well-known supermarket in Zimbabwe. People trusted it because it always had products in stock and gave normal, reliable customer service. However, in the past five years, things have become very difficult. Zimbabwe's economy has experienced high inflation and frequent currency devaluations. As a result, customers have less money to spend. At the same time, competition increased because informal markets grew and new, smaller competitors entered the market. The company's top management, led by the CEO, realised that the business needed to change to survive and grow. Before, decisions were made at the head office in Harare, and store workers were rarely asked for their opinions. This system was no longer effective. The CEO understood that the company needed to change its strategy and also change the way people worked and behaved in the organisation.

One of the first changes was in planning. In the past, the company made yearly plans that were not changed. Now, management began reviewing budgets and sales targets every three months so they could adjust to the changing currency situation. Store managers were no longer just following instructions. They now had to help plan for their own branches. The company also changed its structure. Before, most decisions were made at the top. Now, branch managers were given more power to decide on local product suppliers and special promotions. This meant more responsibility and authority for managers at branch level. However, the changes were not easy. Many long-serving supervisors felt uncomfortable and afraid of the new expectations. They were used to being told what to do and then telling others what to do. Employee morale started to go down because staff found it difficult to use new sales systems and manage stock in new ways. The CEO realised

that simply giving workers new technology was not enough. They needed better leadership during the change.

The HR department, together with middle managers, started training programmes to teach staff digital skills and problem-solving skills. They also introduced a reward system to encourage employees who accepted the new way of working. The aim was to turn employees who were resisting change into active and motivated team members. The CEO also began holding monthly online meetings to update everyone about the company's progress and challenges. This helped employees feel included and united.

Although the company is still in the process of change, the early results are positive. Some branches now have happier customers, and the company has managed to keep its position in the market even though the economy is struggling. GroceryCo's story shows that in a difficult environment, a company can survive if it combines planning, organising, leading, and controlling in a flexible and responsive way.

Required:

a) With direct reference to the case study, identify and explain the various levels of management at GroceryCo and the changing nature of their roles**.** **[6 marks]**

b) Analyse the internal and external environmental factors that forced GroceryCo to change its management approach. **[8 marks]**

c) Discuss how the principles of leading and controlling were applied by GroceryCo's management to address the challenges of employee morale and adaptation to new systems.

[6 marks]

d) Based on the case, explain the importance of strategic flexibility and its link to the planning function in a contemporary business context. **[5 marks]**

SECTION B

Answer any three (3) questions in this section

Question 2

With reference to relevant examples, discuss the four primary functions of management. Explain how these functions are interdependent in achieving organisational goals. **[25 marks]**

Question 3

Managers must understand and navigate the complex environment in which their organisation operate. Using the PESTEL framework, analyse the external environmental factors that might affect a manufacturing company. In your answer, also explain the importance of effective stakeholder management of organisational success.

[25 marks]

Question 4

Management is often described as the art of getting things done through people. With reference to the four functions of management and Mintzberg's managerial roles, discuss the nature and scope of managerial work in modern organisations. **[25 marks]**

Question 5

Modern managers operate in an environment shaped by global interconnectedness, rapid technology disruption and increasingly diverse workforces. Analyse how these three forces are transforming management practice, paying attention to both the challenges they create and the opportunities they offer. **[25 marks]**

Question 6

Management involves planning, organising, leading and controlling. With reference to an organisation of your choice, examine how managers apply these four functions to achieve efficiency and effectiveness. **[25 marks]**

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