



FACULTY OF MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT
FINAL SUMMATIVE ASSESSMENT

MODULE: Business Management 2B
CODE: BMA2B01 & BMA22B2
DATE: 17 November 2015
TIME ALLOWED: 150 Minutes
TOTAL MARKS: 125

EXAMINERS: Mr D Rossouw
Ms C Jasson
Mr J Venter
MODERATOR: Prof C Nieuwenhuizen
NUMBER OF PAGES: 14

INSTRUCTIONS:

- This is a closed-book assessment.
 - Question papers must be handed in together with your answer books.
 - Read the questions carefully and answer only what is asked.
 - Answer all the questions:
 - Answer **Section A** on the scanner sheet provided. Indicate the correct answer as per the instructions on the scanner sheet.
 - Answer **Section B** in the answer book.
 - Number your answers clearly.
 - Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
 - Structure your answers by using appropriate headings and subheadings.
 - The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.
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FAKULTEIT BESTUUR

DEPARTEMENT ONDERNEMINGSBESTUUR

FINALE SUMMATIEWE ASSESSERING

MODULE: Ondernemingsbestuur 2B
KODE: BMA2B01 & BMA22B2
DATUM: 17 November 2015
TOEGELATE TYD: 150 minute
TOTALE PUNTE: 125

EKSAMINATORE: Mn. D. Rossouw
Me. C. Jasson
Mn. J. Venter
MODERATOR: Prof. C. Nieuwenhuizen
GETAL BLADSYE: 14

INSTRUKSIES:

- Dit is 'n toeboekassessering.
 - Vraestelle moet saam met die antwoordskrifte ingegee word.
 - Lees die vrae sorgvuldig deur en beantwoord net wat gevra word.
 - Beantwoord al die vrae:
 - Beantwoord **Afdeling A** op die skandeerblad wat voorsien is. Dui die korrekte antwoord volgens die instruksies op die skandeerblad aan.
 - Beantwoord **Afdeling B** in die antwoordskrif.
 - Nommer jou antwoorde duidelik.
 - Skryf netjies en leesbaar aan albei kante van die papier in die antwoordskrif en begin op die eerste bladsy.
 - Struktureer jou antwoorde deur toepaslike opskrifte en onderopskrifte te gebruik.
 - Die algemene beleide, prosedures en reëls van die Universiteit van Johannesburg met betrekking tot skriftelike assessering is op hierdie assessoring van toepassing.
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SECTION B**[100 MARKS]****QUESTION 1****[10 MARKS]****Read the scenario below and answer the question that follows.****Barriers to creativity**

Robert is the manager for administrative matters within the human resources department of a university. He is responsible for eight full-time staff in his section. Simon is the senior officer and, in the absence of Robert, he will act on Robert's behalf. As it happened, Robert was invited to attend a two-day workshop and Simon had to stand in for him. Simon was confronted with a leave issue whereby a staff member from another department linked his sick leave with his vacation leave. Simon took a decision without consulting all the stakeholders in order to understand the big picture. Hettie, who has been working for the university for more than twenty years, was upset when this happened and she started to talk negatively about Simon behind his back. For Thandi, this was strange, as she was raised by her parents to believe that a person needs to respect his or her seniors and that you do not talk badly about another person behind his or her back. Lefu, in reaction to what Hettie has said, commented that he would have been more analytical in solving this issue. The result of Hettie's actions was that her fellow staff members started to mistrust Simon and they did not always want to cooperate when needed. The day after Robert's return from the workshop, he arranged a brainstorming session with his staff. Needless to say, all the creative juices had evaporated in the air...

Briefly discuss the five barriers to creativity and list (identify) and discuss the appropriate barrier that occurred in the administrative section when Robert was away.

QUESTION 2**[18 MARKS]****Read the scenario below and answer the questions (2.1, 2.2 and 2.3) that follow.****Organisational characteristics of SA Dog Foods Pty (Ltd)**

Ruth is the managing director of SA Dog Foods Pty (Ltd). She is a person who believes in communicating on a regular basis and in keeping all staff informed on important business issues. Staff are also encouraged to communicate with one another and to share information. This is very helpful when developing a new product or product line. An information system known as ICI (Information for Creativity and Innovation) is used in SA Dog Foods Pty (Ltd) to store and share information. In using this system, staff members can develop ideas and find solutions to problems by seeing what is happening inside and outside SA Dog Foods Pty (Ltd).

During meetings, Ruth always emphasises the strategic direction with specific reference to the vision, mission and goals of the company. She also expects her senior managers to encourage and support new ideas and to reward staff for their creative ideas. Senior managers and Ruth will act as sponsors for staff members who champion new ideas. This stimulates a workplace in which creativity and innovation are seen as part of everyday business.

New opportunities arise every day and these opportunities must be pursued while keeping in mind that there is a likelihood of making a success. When new staff are appointed, Ruth is persistent that people must have the necessary knowledge, intelligence and creative talent.

AFDELING B**[100 PUNTE]****VRAAG 1****[10 PUNTE]****Lees onderstaande scenario en beantwoord die vraag wat volg.****Hindernisse tot kreatiwiteit**

Robert is die bestuurder van administratiewe aangeleenthede in die afdeling menslike hulpbronne aan 'n universiteit. Hy is verantwoordelik vir agt voltydse personeel in sy afdeling. Simon is die senior beampte en in Robert se afwesigheid tree hy namens Robert op. Robert is toevallig uitgenooi om 'n tweedag-werkswinkel by te woon en Simon moes vir hom instaan. Simon het voor 'n verlofkwessie te staan gekom toe 'n personeellid van 'n ander afdeling sy siekterverlof met sy vakansieverlof verbind het. Simon het 'n besluit geneem sonder om al die belanghebbendes te raadpleeg ten einde die geheelbeeld te verstaan. Hettie, wat al vir langer as 20 jaar by die universiteit werk, was ontsteld toe dit gebeur en het begin om negatiewe goed oor Simon agter sy rug te sê. Vir Thandi was dit vreemd, aangesien sy deur haar ouers groot gemaak is om jou seniors te respekteer en nie sleg van iemand anders agter sy/haar rug te praat nie. Lefu, in reaksie op wat Hettie gesê het, het gesê hy sou meer analities gewees het om hierdie kwessie op te los. Die gevolg van Hettie se optrede is dat haar medepersoneellede begin het om Simon te wantrou en wou nie altyd saamwerk wanneer nodig nie. Die dag na Robert se terugkeer van die werkswinkel het hy 'n dinkskrumsessie met sy personeel gereël. Onnodig om te sê, al die kreatiewe sappe het in die lug verdwyn...

Bespreek kortlik die vyf hindernisse tot kreatiwiteit en lys (identifiseer) en bespreek die toepaslike hindernis wat in die administratiewe afdeling voorgekom het toe Robert weg was.

VRAAG 2**[18 PUNTE]****Lees onderstaande scenario en beantwoord die vrae (2.1, 2.2 en 2.3) wat volg.****Organisasiekenmerke van SA Dog Foods Edms. (Bpk.)**

Ruth is die besturende direkteur van SA Dog Foods Edms. (Bpk.). Sy is 'n persoon wat daaraan glo om gereeld te kommunikeer en alle personeel oor belangrike sakekwessies in te lig. Personeel word ook aangemoedig om met mekaar te kommunikeer en inligting te deel. Dit is baie nuttig wanneer 'n nuwe produk of produkreeks ontwikkel word. 'n Inligtingstelsel, bekend as ICI (Information for Creativity and Innovation) word in SA Dog Foods Edms. (Bpk.) gebruik om inligting te berg en deel. Deur hierdie stelsel te gebruik, kan personeel nuwe idees ontwikkel en oplossings vir probleme vind deur te sien wat binne en buite SA Dog Foods Edms. (Bpk.) gebeur.

Gedurende vergaderings beklemtoon Ruth altyd die strategiese rigting met spesifieke verwysing na die visie, missie en doelwitte van die maatskappy. Sy verwag ook dat haar senior bestuurders nuwe idees aanmoedig en ondersteun en om personeel vir hul kreatiewe idees te beloon. Senior bestuurders en Ruth tree as borge op vir personeellede wat nuwe idees ondersteun. Dit stimuleer 'n werkplek waar kreatiwiteit en innovasie as deel van die alledaagse besigheid beskou word.

Appointing people with the necessary talents will not only help SA Dog Foods Pty (Ltd) in achieving its vision, mission and goals, but it will also further enhance creativity. Training is also provided on a regular basis to help staff develop their knowledge and skills. In order to encourage the development of new ideas, financial support and time, in which to develop these ideas, are important.

The organisational hierarchy in SA Dog Foods Pty (Ltd) is flat and flexible with few rules and regulations and job descriptions are open ended with a high degree of autonomy. All of this will allow for decision making to be delegated to all hierarchical levels in SA Dog Foods (Pty Ltd). An aspect that receives a great deal of attention is the recognition of each staff member's contribution in making SA Dog Foods Pty (Ltd) a better place. Over and above continuous praise by managers for staff being creative, SA Dog Foods Pty (Ltd) also has a yearly function in which the staff member with the greatest idea for the year is recognised. Usually the prize is a week's vacation, all expenses paid, for two people at the company's chalet in Kruger Park Lodge, which is located near Hazyview in Mpumalanga.

- 2.1 Identify the nine organisational characteristics that support creativity in SA Dog Foods Pty (Ltd) by listing the appropriate organisational characteristic with the appropriate example from the scenario. (9)
- 2.2 Does Ruth, as an individual, comply with the three components of creativity? Refer to the three components when motivating your answer. (7)
- 2.3 Would you say then that Ruth is successful in stimulating and supporting creativity in SA Dog Foods Pty (Ltd)? Briefly motivate your answer. (2)

QUESTION 3**[8 MARKS]**

It is important that investors and designers of new products, services, designs or ideas protect their intellectual property through the appropriate legal processes. Briefly discuss the four ways a potential investor or designer may use to do so and also provide an applicable example for each of these ways.

QUESTION 4**[12 MARKS]**

Discuss what is meant by globalisation and also discuss the impact of globalisation. Refer specifically to the following when addressing the impact of globalisation:

- Redefining assumptions
- Competing in international markets
- Trade blocs
- BRICS
- The Global Competitive Index

Nuwe geleenthede ontstaan elke dag en hierdie geleenthede moet nagejaag word, terwyl in gedagte gehou word dat die moontlikheid om suksesvol te wees, bestaan. Wanneer nuwe personeel aangestel word, dring Ruth daarop aan dat hulle die nodige kennis, intelligensie en kreatiewe talent het. Om mense met die nodige talente aan te stel, sal nie net vir SA Dog Foods Edms. (Bpk.) help om sy visie, missie en doelwitte te bereik nie, maar sal ook kreatiwiteit verder verhoog. Opleiding word ook gereeld verskaf om personeel te help om hul kennis en vaardighede te ontwikkel. Ten einde die ontwikkeling van nuwe idees aan te moedig, is finansiële steun en tyd om hierdie idees te ontwikkel, belangrik.

Die organisasiehiërargie in SA Dog Foods Edms. (Bpk.) is plat en buigsaam met min reëls en regulasies en posbeskrywings is oop met 'n hoë mate van outonomie. Dit alles maak dit moontlik dat besluitneming na alle hiërargiese vlakke in SA Dog Foods Edms. (Bpk.) gedelegeer word. 'n Aspek wat baie aandag geniet, is die erkenning van elke personeellid se bydrae om van SA Dog Foods Edms. (Bpk.) 'n beter plek te maak. Bo en behalwe voortdurende lof deur bestuurders vir personeel wat kreatief is, het SA Dog Foods Edms. (Bpk.) ook jaarliks 'n funksie waar die personeellid met die beste idee vir die jaar erkenning ontvang. Die prys is gewoonlik 'n week se vakansie, alle uitgawes betaal, vir twee mense by die maatskappy se chalet in Kruger Park Lodge wat naby Hazyview in Mpumalanga geleë is.

- 2.1 Identifiseer die nege organisasiekenmerke wat kreatiwiteit in SA Dog Foods Edms. (Bpk.) ondersteun deur die toepaslike organisasiekenmerk met die gepaste voorbeeld uit die scenario te lys. (9)
- 2.2 Voldoen Ruth, as individu, aan die drie komponente van kreatiwiteit? Verwys na die drie komponente wanneer jou antwoord gemotiveer word. (7)
- 2.3 Dink jy Ruth slaag daarin om kreatiwiteit in SA Dog Foods Edms. (Bpk.) te stimuleer en ondersteun? Motiveer jou antwoord kortliks. (2)

VRAAG 3**[8 PUNTE]**

Dit is belangrik dat beleggers en ontwerpers van nuwe produkte, dienste, ontwerpe of idees hul intellektuele eiendom deur die tersaaklike regssprosesse beskerm. Bespreek kortlik die vier maniere wat 'n potensiële belegger of ontwerper kan gebruik om dit te doen en verskaf 'n toepaslike voorbeeld vir elk van hierdie maniere.

VRAAG 4**[12 PUNTE]**

Bespreek wat bedoel word met globalisasie en bespreek ook die invloed van globalisasie. Verwys spesifiek na die volgende wanneer die invloed van globalisasie bespreek word:

- Herdefinieer aannames
- Om in internasionale markte mee te ding
- Handelsblokke
- BRICS
- Die wêreldwye mededingingsindeks

QUESTION 5**[12 MARKS]**

Read the scenario and answer the questions (5.1 and 5.2) that follow.

Emerging and developing countries

Klaus is the marketing director of a new car manufacturer company in Germany. They are mass producing value for money sedans and hatchbacks for the lower to middle income market. He was requested by his managing director and the board of directors to investigate the possibility of exporting these cars to South Africa and to some other developing countries in Africa.

The competitive advantage of these cars would be their selling price as well as their affordability to be serviced and to be maintained. The possibility exists that they can use an existing dealership network, as long as they do not compete directly with the existing dealership's brands.

- 5.1 Discuss what Klaus may find out in terms of the possible advantages of doing business with South Africa and with the developing countries in Africa. (6)
- 5.2 Do you think this car manufacturer will be able to effectively do business in South Africa and in the developing countries of Africa? Motivate your answer from the scenario. (6)

QUESTION 6**[12 MARKS]**

Fully discuss the four steps that an organisation needs to address during the pre-change phase of the organisational change management model.

QUESTION 7**[14 MARKS]**

Read the scenario and answer the question that follows.

A risk register for Jonathan's meeting

Jonathan, an Operations Manager for an IT Company, needs to attend an urgent meeting with a client in Rosebank, Johannesburg tomorrow morning, 18 November 2015 at 08:00. He is staying in Pretoria and he was thinking of travelling by car. Needless to say, traffic early in the morning is hectic. The likelihood of him being stuck in traffic on a scale from 1 to 5 is 5. The consequence for him and the company if he misses out on the meeting is major as they may lose the contract due to previous complaints of poor service delivery. On a scale of 1 to 5, it would be a 4. One way of reducing the impact of this risk, is to use the Gautrain. This could lower the risk to a 4 (= 2 X 2).

- 7.1 Complete the risk register below for Jonathan's meeting as part of the risk identification process (**Copy the risk register below in your examination script**).

VRAAG 5**[12 PUNTE]**

Lees die scenario en beantwoord vraag 5.1 en 5.2 wat volg.

Ontluikende en ontwikkelende lande

Klaus is die bemarkingsdirekteur van 'n nuwe motorvervaardigingsmaatskappy in Duitsland. Hulle massageproduseerde sedans en luikrugmotors is waarde vir geld vir die laer- tot middelinkomstemark. Hy is deur die besturende direkteur en direksie versoek om die moontlikheid te ondersoek om hierdie motors na Suid-Afrika en ander ontwikkelende lande in Afrika uit te voer.

Hierdie motors se mededingende voordeel is hul verkoopsprys en ook hul bekostigbaarheid om versien en in stand gehou te word. Die moontlikheid bestaan dat hulle 'n bestaande agentskapsnetwerk kan gebruik, solank hulle nie regstreeks met die bestaande agentskap se handelsname meeding nie.

- 5.1 Bespreek wat Klaus kan uitvind ten opsigte van die moontlike voordele om sake met Suid-Afrika en met die ontwikkelende lande in Afrika te doen. (6)
- 5.2 Dink jy hierdie motorvervaardiger sal doeltreffend sake in Suid-Afrika en ontwikkelende lande in Afrika kan doen? Motiveer jou antwoord uit die scenario. (6)

VRAAG 6**[12 PUNTE]**

Bespreek volledig die vier stappe waaraan 'n organisasie aandag moet gee gedurende die **voorveranderingsfase** van die organisieveranderingsbestuursmodel.

VRAAG 7**[14 PUNTE]**

Lees die scenario en beantwoord die vrae wat volg.

'n Risiko-register vir Jonathan se vergadering

Jonathan, 'n bedryfsbestuurder vir 'n IT-maatskappy, moet mōre-oggend 18 November 2015 om 08:00 'n dringende vergadering met 'n kliënt in Rosebank, Johannesburg bywoon. Hy bly in Pretoria en dink daarvan om met sy motor te ry. Onnodig om te sê, verkeer is vroeg in die ooggend baie swaar. Die waarskynlikheid dat hy in die verkeer gaan vassit, is op 'n skaal van 1 tot 5, 5. Die gevolg vir hom en die maatskappy indien hy hierdie vergadering misloopt, is ernstig, aangesien hulle die kontrak kan verloor weens vorige klagtes van swak dienslewering. Op 'n skaal van 1 tot 5 sal dit 'n 4 wees. Een manier om die impak van hierdie risiko te verminder, is om die Gautrein te gebruik. Dit kan die risiko na 'n 4 (= 2 X 2) verlaag.

- 7.1 Voltooи onderstaande register vir Jonathan se vergadering as deel van die risiko-identifiseringsproses. (Teken die risiko-register hieronder oor in jou eksamenskrif).

Risk register											
Objective	Risk description	Inherent risk		Inherent risk	Control	Residual risk		Residual risk	RACI	Date	Date completed
		L	C			L	C				

L: Likelihood

C: Consequence

(12)

- 7.2 Briefly describe, in layman's terms, what the residual risk in this scenario would mean? (2)

QUESTION 8**[14 MARKS]**

Projects do not just happen. They are the result of a deliberate decision and effort. Various models and methods can be used to compare and choose between alternative projects. One such method is the Net Present Value (NPV) method. Refer to tables below.

Project Alpha

Year	Inflows	Outflows	Net flow	Discount factor (10%)	NPV
Year 0		R750 000	(R750 000)	1.0	(R750 000.00)
Year 1	R75 000		R75 000	0.8772	?
Year 2	R225 000		R225 000	0.7695	?
Year 3	R450 000		R450 000	0.6749	?
Year 4	R550 000		R550 000	0.5921	?
Year 5	R600 000		R600 000	0.5194	?
Total					?

Project Beta

Year	Inflows	Outflows	Net flow	Discount factor (10%)	NPV
Year 0		R700 000	(R700 000)	1.0	(700 000.00)
Year 1	R70 000		R70 000	0.8772	?
Year 2	R230 000		R230 000	0.7695	?
Year 3	R440 000		R440 000	0.6749	?
Year 4	R540 000		R540 000	0.5921	?
Year 5	R590 000		R590 000	0.5194	?
Total					?

- 8.1 Calculate the NPV for both project Alpha and project Beta (copy the tables for project Alpha and project Beta in your examination script). (12)
- 8.2 Which project should be accepted? Briefly motivate your answer. (2)

END OF ASSESSMENT

Doelwit	Risiko-beskrywing	Risiko-register						RACI	Datum voltooi
		Inherent risiko		Inherent risiko	Beheer	Oorblywendende risiko	Oorblywendende risiko		
		W	G			W	G		

W: Waarskynlikheid

G: Gevolg

(12)

- 7.2 Beskryf kortliks in leketaal wat die oorblywende risiko in hierdie scenario beteken? (2)

VRAAG 8**[14 PUNTE]**

Projekte gebeur nie net nie. Hulle is die resultaat van 'n doelbewuste besluit en poging. Verskillende modelle en metodes kan gebruik word om alternatiewe projekte te vergelyk en een te kies. Een so 'n metode is die Netto Huidige Waarde (NHW) - metode. Verwys na onderstaande tabelle.

Projek Alpha

Jaar	Invloei	Uitvloei	Netto vloei	Diskontofaktor (10%)	NHW
Jaar 0		R750 000	(R750 000)	1,0	(R750 000,00)
Jaar 1	R75 000		R75 000	0,8772	?
Jaar 2	R225 000		R225 000	0,7695	?
Jaar 3	R450 000		R450 000	0,6749	?
Jaar 4	R550 000		R550 000	0,5921	?
Jaar 5	R600 000		R600 000	0,5194	?
Totaal					?

Projek Beta

Jaar	Invloei	Uitvloei	Netto vloei	Diskontofaktor (10%)	NHW
Jaar 0		R700 000	(R700 000)	1,0	(700 000,00)
Jaar 1	R70 000		R70 000	0,8772	?
Jaar 2	R230 000		R230 000	0,7695	?
Jaar 3	R440 000		R440 000	0,6749	?
Jaar 4	R540 000		R540 000	0,5921	?
Jaar 5	R590 000		R590 000	0,5194	?
Totaal					?

- 8.1 Bereken die NHW vir beide projek Alpha en projek Beta (teken die tabelle vir projek Alpha en projek Beta oor in jou eksamenskrif). (12)
- 8.2 Watter projek moet aanvaar word? Motiveer jou antwoord kortliks. (2)

EINDE VAN ASSESSERING