



FACULTY OF MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT
FINAL SUMMATIVE ASSESSMENT

SUBJECT: Management Principles and Practice
CODE: EBP3B21
DATE: 10 November 2015
TIME ALLOWED: 120 Minutes
TOTAL MARKS: 100

ASSESSOR: Dr M Bounds

MODERATOR: Mr C Schachtebeck

NUMBER OF PAGES: 12

INSTRUCTIONS:

1. This is a closed-book assessment.
 2. Question papers must be handed in together with your answer books.
 3. Read the questions carefully and answer only what is asked.
 4. 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.
 5. Number your answers clearly.
 6. Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
 7. Structure your answers by using appropriate headings and subheadings.
 8. The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.
-

SECTION B

[MARKS: 72]

QUESTION 1

[Marks: 10]

- 1.1 One of the main elements of human resource management is to ensure that the enterprise employs the right number and type of employees on a continuous basis. In other words, there should be a constant provision of suitable human resources. Human resource practitioners continuously conduct job analysis to achieve constant provision of suitable employees. Explain in details what job analysis is. Illustrate your answer with applicable examples. (4)
- 1.2 According to Tom Boardman "... the single most difficult thing is to do select the right people, and then to make sure that they are motivated, committed and passionate about what they are doing." With reference to the statement explain the total compensation package. (6)

QUESTION 2**[Marks: 10]**

Match the management principle in Column A with the Description in column B.
Write the letter of the description next to the number of the principle, for example:
2.11 = X

	A = Principle		B = Description
2.1	Lean production	A	The most commonly used scheduling technique. Visual impression of the progress made on the project.
2.2	Human / employees	B	Is the measure of the value of the total output of a country divided by its total population.
2.3	Trade-off model	C	Product layout in which facilities are placed along flow lines according to the product's subcomponents
2.4	Work study	D	Is a representation that makes use of lines and colours to represent something. E.g. maps
2.5	Gross domestic product	E	To use less of everything and to focus only on adding value.
2.6	Mass production	F	The single most important input-transforming resource.
2.7	Demand management	G	To change whatever in the operation is causing one performance objective to deteriorate as the other improve. So is the mainstay of continues improvement.
2.8	A schematic model	H	Is applied in the investigation of all aspects of human labour and is aimed at developing improved procedures.
2.9	Gantt charts	I	The organisation of materials and jobs should support the goals of the organisation.
2.10	Implementing Japanese principles	J	Accurate market research, professional anticipation and scientific forecasting
		K	The organisation's interests should take precedence over individual interests.

		L	Preventive maintenance programmes based on the principle that workers accept responsibility for preventing possible failures.
--	--	---	---

QUESTION 3**[Marks: 20]**

- 3.1 There are four elements in marketing communication that can be used in a specific combination to communicate with consumers. Describe and give one example of each of these four elements. (8)
- 3.2 Four phases are identified in the **product life cycle**. Explain these four phases. (4)
- 3.3 Define possible target markets for Caps for Africa's business by doing market segmentation. (8)

QUESTION 4**[Marks: 8]**

Explain the following terms in connection with financial management:

- 4.1 Investment risks (4)
- 4.2 Break-even analysis (2)
- 4.3 Factoring of trade receivables (2)

QUESTION 5**[Marks: 22]**

Read the following scenario and answer the questions that follow.

The global outrage over the illegal killing of a lion named Cecil in Zimbabwe by an American dentist has led to a ban that's jeopardising an industry that employs at least 5,000 people and was expected to earn \$45 million this year.

Cecil was allegedly lured out of the country's biggest game reserve onto private land with bait and shot with a bow by Walter Palmer from Minnesota with the assistance of a local hunter. Amid the protest, which has driven Palmer into hiding and seen Zimbabwe demand his extradition, hunting has been banned around the Hwange National Park, which is the size of Connecticut.

Zimbabwe's hunting industry sees tourists flying in, mainly from the US, to shoot animals ranging from elephants to monkeys and porcupines for a fee, with hunts for so-called big game such as lions costing tens of thousands of dollars.

The country has issued permits for the hunting of 70 lions this year, below the 100 advised by the United Nations' Convention on International Trade in Endangered Species of Wild Fauna and Flora. While the hunting of Cecil has been condemned by animal rights organisations and celebrities, the World Wildlife Fund, Save the Rhino and the Endangered Wildlife Trust are among charities that say sport hunting, under certain conditions, can assist with the funding needed for conservation.

- 5.1 The two motives why a government will intervene in trade and investment activities. (4)
- 5.2 Businesses have to manage this array of new challenges. Describe three of these challenges. (6)
- 5.3 How does Zimbabwe illustrate the theory of comparative advantage? (2)
- 5.4 How can Zimbabwe hold on to their competitive advantage? (2)
- 5.5 Michael Porter's theory of national competitive advantage is seen as one of the most important trade theories. Describe, by using examples the four major elements of Michael Porter's theory. (8)

END OF ASSESSMENT