



FACULTY OF MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT
FINAL SUPPLEMENTARY SUMMATIVE ASSESSMENT

MODULE: COMMERCE
CODE: COM100
DATE: December 2015
TIME ALLOWED: 120 Minutes
TOTAL MARKS: 100

EXAMINER(S): Mrs S Hughes
MODERATOR: Mr J Davids
NUMBER OF PAGES: 17

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 AANVULLENDE SUMMATIEWE ASSESSERING

MODULE: ONDERNEMINGS BESTUUR
KODE: COM100
DATUM: Desember 2015
TOEGELATE TYD: 120 minute
TOTALE PUNTE: 100

EKSAMINATOR: Mev. S. Hughes
MODERATOR: Mnr. J. Davids
GETAL BLADSYE: 17

INSTRUKSIES:

- Dit is 'n toeboekassessering.
 - Vraestelle moet saam met die antwoordskrifte ingedien word.
 - Lees die vrae sorgvuldig deur en beantwoord net wat gevra word.
 - Beantwoord al die vrae:
 - Beantwoord **Afdeling A** op die skandeerblad wat oorsien 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 assessering van toepassing.
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SECTION B**[60 MARKS]****QUESTION 1****[45 MARKS]**

Read the case below and answer the questions that follow;

Ocean Basket - South Africa's family seafood restaurant

Throughout his career Mr. Peter "Fats" Lazarides tried his hand at several jobs and entrepreneurial initiative from café's to coffee shops, and before he started Ocean basket with his partners he worked for a supermarket. One day he had the idea of serving inexpensive fresh seafood in the frying pan – an unheard of concept!

Ocean Basket was launched in 1995 from a 118 m2 store that could only seat 30 people in Menlyn Park Shopping centre with some crazy restrictions, because the centre management had assured their current clients there would be no more restaurants in the centre. When the business started, Mr. Lazarides recounts that *"We convinced all of our suppliers to let us pay them with post-dated cheques, and then we worked like hell to make enough money that month to ensure they didn't bounce."*

They were only allowed to serve five proteins and two starches. They weren't allowed to serve salads, desserts or coffee, and only one red and one white wine by the glass. Doors had to be closed by 7pm.

For every restriction, Mr. Lazarides found an advantage. *"We focused on the lunchtime trade. Meals were cooked and served quickly. Bar stools set up against the wall saved space and let single shoppers eat without feeling lonely."* Soon, families would deliberately eat an early dinner before the store closed. *"An entire family of four could eat for R60 because we let them bring their own salads, wine and even desserts."*

Ocean Basket was founded with just R800 and today the nationwide brand has system wide turnover of R 2 billion for its stores and four warehouses which manufactures its brand of sauces and salad dressings. Ocean basket has grown rapidly by franchising its stores and there are 165 stores throughout Southern Africa, Cyprus, Dubai and Mauritius.

Many of the original restrictions no longer apply to Ocean Basket stores and patrons can now enjoy a sit-down option with a good selection of wines and they no longer need to bring their own salad! Ocean basket still prides themselves in offering friendly, home-from-home service and the best value for money, whether patrons choose a sit down or take away their meal.

While competition has become fierce as over-the-counter fish and chips outlets pop up, Mr. Lazarides says this will not put a damper on his expansion plans. Ocean basket is currently growing through franchising, and to entice more franchisees they are cutting the set-up cost by 20%. This reduces the set up cost of R2.5 million but the payoff remains as the average Ocean basket earns R8.5 million a year.

Ocean basket's ideal franchisee is a "passionate individual with the dedication to build a profitable future within a proven system". To support franchisees they are offered a comprehensive training programme prior to opening their restaurant as well as on-going training three times per year. The annual franchise fee includes management, marketing and operational support.

Adapted from:

<http://www.entrepreneurmag.co.za/advice/successstories/entrepreneurprofiles/10saentrepreneurswhobuilttheirbusinessesfromnothing/5/>

www.franchisezone.co.za/ocean-basket/

[www.oceanbasket.com/images/uploads/CK_news/May_2013_Ocean_Basket_Forbes_Africa_\(1\).pdf](http://www.oceanbasket.com/images/uploads/CK_news/May_2013_Ocean_Basket_Forbes_Africa_(1).pdf)

AFDELING B**[60 PUNTE]****VRAAG 1****[45 PUNTE]**

Lees onderstaande gevallestudie en beantwoord die vrae wat volg.

Ocean Basket – Suid-Afrika se familieseekosrestaurant

Deur sy hele loopbaan het mnr. Peter "Fats" Lazarides etlike werke en entrepreneursinisiatiewe aangepak, vanaf kafees tot koffiewinkels. Voordat hy Ocean Basket saam met sy vennote begin het, het hy vir 'n supermark gewerk. Eendag het hy die idee gekry om goedkoop vars vis in die braaipan te verkoop – 'n verregaande konsep!

Ocean Basket is in 1995 met 'n 118 m² winkel en sitplek vir net 30 mense in die Menlyn Park winkelsentrum bekendgestel, met 'n paar waansinnige beperkings omdat die sentrumbestuur hul huidige kliënte verseker het dat daar nie nog restaurante in die sentrum gaan wees nie. Toe die besigheid begin het, onthou mnr. Lazarides, *"het ons al ons verskaffers oortuig om ons toe te laat om met vooruitgedateerde tjeks te betaal, en toe kliphard gewerk om genoeg geld daardie maand te maak om te verseker dat die uitbetaling nie geweier word nie."*

Hulle is net toegelaat om vyf prototipe en twee stysels te verkoop. Hulle mag nie slaai, nagereg of koffie bedien het nie en net een rooi- en een witwyn per glas. Die deure moes teen 7 nm. gesluit wees.

Vir elke beperking het mnr. Lazarides 'n voordeel gevind. *"Ons het op die middagetemaaltye gefokus. Maaltye is vinnig gekook en bedien. Kroegstoele is teen die muur geplaas om ruimte te spaar en enkelklante kon eet sonder om alleen te voel."* Gou het families doelbewus 'n vroeë aandete geëet voordat die winkel toegemaak het. "n Hele gesin kon vir R60 eet, want ons het hulle toegelaat om hul eie slaai, wyn en selfs nagereg te bring."

Ocean Basket is met net R800 begin en vandag het die landswye handelsnaam 'n stelselwye omset van R2 miljard vir sy winkels en vier pakhuse wat sy handelsmerk van souse en slaaisouse vervaardig. Ocean Basket het vinnig gegroei deur sy winkels te franchise en daar is 165 winkels in die hele suidelike Afrika, Siprus, Dubai en Mauritius.

Baie van die oorspronklike beperkings is nie meer op Ocean Basket winkels van toepassing nie en klante kan nou die opsie van 'n aansitete met 'n versameling wyne geniete en hoef nie meer hul eie slaai te bring nie! Ocean Basket is steeds trots daarop dat hulle vriendelike, huislike diens en die beste waarde vir geld bied, of klante besluit om aan te sit of hul maaltyd weg te neem.

Hoewel mededinging fel geraak het, omdat toonbankvis-en-skyfiesafsetpunte opskiet, sê mnr. Lazarides dat dit nie 'n demper op sy uitbreidingsplanne sal plaas nie. Ocean Basket groei tans deur franchising, en om meer franchisenemers te lok, verlaag hulle die beginkoste met 20%. Dit verlaag die beginkoste van R2,5 miljoen, maar die afbetaling bly dieselfde, aangesien die gemiddelde Ocean Basket R8,5 miljoen 'n jaar verdien.

Ocean Basket se ideale franchisenemer is 'n "geesdriftige persoon met die toewyding om 'n winsgewende toekoms in 'n bewese stelsel te bou". Om franchisenemers te ondersteun, word 'n omvattende opleidingsprogram aangebied voordat hul restaurant oopgemaak word, en ook deurlopende opleiding drie keer 'n jaar. Die jaarlikse franchisenemersbedrag sluit bestuurs-, bemakings- en bedryfsondersteuning in.

Aangepas uit:

<http://www.entrepreneurmag.co.za/advice/successstories/entrepreneurprofiles/10saentrepreneurswhobuilttheirbusinessesfromnothing/5/>

www.franchisezone.co.za/ocean-basket/

[www.oceanbasket.com/images/uploads/CK_news/May_2013_Ocean_Basket_Forbes_Africa_\(1\).pdf](http://www.oceanbasket.com/images/uploads/CK_news/May_2013_Ocean_Basket_Forbes_Africa_(1).pdf)

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- 1.1) In light of Ocean Baskets growth and success in the last two decades, identify (½ mark for each) and discuss two (2 marks each) micro environment elements that you believe exert the greatest influence on their continued success. Justify your answer. (5 marks)
- 1.2) The entrepreneurial business lifecycle illustrates the process and phases that businesses progress through.
- 1.2.1) List the steps of the life cycle (½ per step). (2 ½ marks)
- 1.2.2) Apply the lifecycle to Ocean Basket and identify (with sound reasoning) the phase of the lifecycle that ocean basket is currently in. (3 ½ marks) (6 marks)
- 1.3) Ocean basket is coming under increasing pressure to behave in a socially responsible way as a business.
- 1.3.1) Explain the link to Mr. Lazarides between his organisation, ethics and social responsibility (3 marks).
- 1.3.2) Make a recommendation of a socially responsible initiative that Ocean Basket could undertake (2 marks). (5 marks)
- 1.4) Mintzberg identified three informational managerial roles. List and explain each role (1 mark each). Further, advise Mr. Lazarides how he could effectively demonstrate each role in his business (1 mark each). (6 marks)
- 1.5) Ocean Basket has implemented various types of plans. Identify three levels of planning (as well as the three dimensions that differentiate them) (½ mark to list each) and give an example for each level of something that Ocean Basket has done (3 marks). (6 marks)
- 1.6) There are six contemporary behavioural leadership styles. Identify and define two of these leadership styles (2 marks) that you believe Mr. Lazarides embodies and justify your selection in your explanation (2 marks). (4 marks)
- 1.7) There are certain criteria for effective control. Identify (½ mark each) and discuss (with reference to Ocean basket) two (1½ mark each) of the most relevant criteria for effective control. (4 marks)
- 1.8) Identify and define the original 4P's of the marketing mix (2 marks) and relate them to Ocean basket (2 marks). (4 marks)
- 1.9) In the process of marketing management, marketers have to put themselves into their consumers' shoes in order to understand them and appeal to them. One insight from this is a model that describes the stages of the buying decision process. Describe the buying decision making process (½ mark for each step) from a customers' perspective with reference to Ocean basket (½ mark for each step). (5 marks)
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- 1.1) In die lig van Ocean Basket se groei en sukses die afgelope twee dekades, identifiseer ($\frac{1}{2}$ punt vir elk) en bespreek twee (2 punte elk) mikro-omgewingselemente wat volgens jou die grootste invloed op hul voortgesette sukses uitoefen. Motiveer jou antwoord. (5 punte)
- 1.2) Die entrepreneursakelewensiklus illustreer die proses en fases waardeur besighede beweeg.
- 1.2.1) Identifiseer die fases van die lewensiklus (2 $\frac{1}{2}$ punte).
- 1.2.2) Pas die lewensiklus op Ocean Basket toe en identifiseer (met deeglike redenering) die fase van die lewensiklus waarin Ocean Basket tans is. (3 $\frac{1}{2}$ punte)
- (6 punte)
- 1.3) Ocean Basket is toenemend onder druk om op 'n maatskaplik verantwoordelike wyse as 'n besigheid op te tree.
- 1.3.1) Verduidelik die verband aan mnr. Lazarides tussen sy organisasie, etiek en maatskaplike verantwoordelikheid (3 punte).
- 1.3.2) Doen 'n aanbeveling van 'n maatskaplik verantwoordelike inisiatief wat Ocean Basket kan onderneem (2 punte).
- (5 punte)
- 1.4) Mintzberg het drie inligtings bestuursrolle geïdentifiseer. Identifiseer en verduidelik elke rol (1 punt elk). Verder, adviseer Mnr. Lazarides oor hoe hy effektief elke rol in sy besigheid kan demonstreer. (1 punt elk). (6 punte)
- 1.5) Ocean Basket het verskillende tipes planne geïmplementeer. Identifiseer drie vlakke van beplanning (asook die drie dimensies wat hulle onderskei) ($\frac{1}{2}$ om elkeen te identifiseer) en gee 'n voorbeeld van elke vlak van iets wat Ocean Basket gedoen het (3 punte). (6 punte)
- 1.6) Daar is ses kontemporêre gedragseierskapstyle. Identifiseer en definieer twee van hierdie leierskapstyle (2 punte) wat mnr. Lazarides volgens jou vergestalt en motiveer jou keuse in jou verduideliking (2 punte). (4 punte)
- 1.7) Daar is sekere kriteria vir effektiewe beheer. Identifiseer ($\frac{1}{2}$ punt elk) en bespreek (met verwysing na Ocean Basket) twee (1 $\frac{1}{2}$ punt elk) van die mees relevante kriteria vir effektiewe beheer. (4 punte)
- 1.8) Identifiseer en omskryf die oorspronklike 4P's van die bemarkingsamestelling (2 punte) en bring hulle met Ocean Basket in verband (2 punte). (4 punte)
- 1.9) In die proses van bemarkingsbestuur moet bemarkers hulle in hul verbruikers se skoene plaas ten einde hulle te verstaan en tot hulle te spreek. Een insig hieruit is 'n model wat die fases van die koopbesluitnemingsproses beskryf. Beskryf die koopbesluitnemingsproses ($\frac{1}{2}$ punt vir elke stap) vanuit 'n klant se perspektief met verwysing na Ocean Basket ($\frac{1}{2}$ punt vir elke stap). (5 punte)

QUESTION 2**[15 MARKS]**

Read the instructions below and answer the questions that follow;

During the course of the semester you selected a company that operates in South Africa from one of the following sectors to do your research on for your tutorial homework;

- Manufacturing
- Wholesale
- Retail

Your answers in the next section will be based on your research on your chosen company. Make sure you **identify your company clearly in each of your answers!** You may select a specific product or product line to simplify the task of answering questions, please be sure to identify your chosen product/product line in your answer.

Any company can be understood from a systems thinking perspective, there are inputs that are transformed into outputs. This perspective is specifically useful in understanding logistics and operations as they relate to a company.

- 2.1) In the “input” or “inbound logistics” phase companies engage in purchasing management. Each level of the organisation has certain purchasing responsibilities. Discuss, using examples, the strategic (2 marks) and tactical (2 marks) level of purchasing management in your chosen organisation. (4 marks)
- 2.2) Discuss the role that transporters (2 ½ marks) and warehouses (2 ½ marks) have in your chosen company. Begin by defining what they are and give relevant examples. (5 marks)
- 2.3) Operations management can be said to be everyone’s responsibility in the organisation as it is not just limited to the “transformation” phase of systems thinking, it is present in every business process. In order to support the value creation process operations requires that a defined set of objectives be met.
- 2.3.1) Identify and define three objectives that are applicable to all operations (3 marks) and
- 2.3.2) Discuss how your company has (or should) construct their operations to meet these objectives (3 marks). (6 marks)

END OF ASSESSMENT

VRAAG 2**[15 PUNTE]**

Lees onderstaande instruksies en beantwoord die vrae wat volg:

In die loop van die semester het jy 'n maatskappy wat in Suid-Afrika sake doen, uit een van die volgende sektore gekies om jou navorsing vir jou tutoriale huiswerk te doen:

- Vervaardiging
- Groothandel
- Kleinhandel

Jou antwoorde in die volgende afdeling sal op jou navorsing oor jou gekose maatskappy gegrond wees. Maak seker jy identifiseer jou maatskappy duidelik in elke antwoord! Jy kan 'n spesifieke produk of produkreeks kies om die taak om vrae te beantwoord, te vereenvoudig. **Maak seker jy identifiseer jou gekose produk/produkreeks in jou antwoord.**

Enige maatskappy kan vanuit 'n stelselsdenkeperspektief verstaan word, daar is insette wat in uitsette omskep word. Hierdie perspektief is spesifiek nuttig om logistiek en bedryf met betrekking tot 'n maatskappy te verstaan.

2.1) In die "inset-" of "inkomende logistieke" fase is maatskappye betrokke by koopbestuur. Elke vlak van die organisasie het sekere koopverantwoordelikhede. Bespreek, met behulp van voorbeelde, die strategiese en taktiese vlak van koopbestuur in jou gekose organisasie.

(4 punte)

2.2) Bespreek die rol wat vervoerders (2 ½ punte) en pakhuse (2 ½ punte) in jou gekose maatskappy het. Begin deur te omskryf wat hulle is en gee toepaslike voorbeelde. (5 punte)

2.3) Bedryfsbestuur kan almal se verantwoordelikheid in die organisasie wees, aangesien dit nie net tot die "transformasie"-fase van stelselsdenke beperk is nie. Dit is in elke sakeproses teenwoordig. Ten einde die waardeskeppingsproses te ondersteun, vereis bedryf dat 'n bepaalde stel doelstellings bereik word.

2.3.1) Identifiseer en omskryf drie doelstellings wat van toepassing op alle werksaamhede is (3 punte)

2.3.2) Bespreek hoe jou maatskappy hul bedryf saamgestel het (of moet saamstel) om hierdie doelstellings te bereik (3 punte).

(6 punte)

EINDE VAN ASSESSERING