



FACULTY OF MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT
FINAL WRITTEN ASSESSMENT

SUBJECT: BUSINESS MANAGEMENT
CODE: BMA 1A01./BMA 1A11
DATE: 12 June 2014
TIME ALLOWED: 120 Minutes
TOTAL MARKS: 100

EXAMINER(S): Mr M Kara
Mr J Davids
Mr M Nchabeleng
MODERATOR: Ms S Bronkhorst
NUMBER OF PAGES: 14 (Update field)

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.
-



FAKULTEIT BESTUUR
DEPARTEMENT ONDERNEMINGSBESTUUR
FINALE SKRIFTELIKE ASSESSERING

VAK: ONDERNEMINGSBESTUUR
KODE: BMA 1A01 /BMA 1A11
DATUM: 12 Junie 2014
TOEGELATE TYD: 120 minute
TOTALE PUNTE: 100

EKSAMINATORE: Mnr. M. Kara
Mnr. J. Davids
Mnr. M. Nchabeleng
MODERATOR: Me. S. Bronkhorst
GETAL BLADSYE: 14

INSTRUKSIES:

- Dit is 'n toeboekassessering.
 - Vraestelle moet saam met jou 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 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 assessering van toepassing.
-

SECTION B**[60 MARKS]****QUESTION 1****[12 MARKS]**

A SWOT analysis--a review of strengths, weaknesses, opportunities, and threats--is a core requirement of any organization, and essential to understand any industry. The volatile airline industry is no exception. While individual airlines each analyse and make decisions based on their own situations, there are overall industry similarities that all airlines face,

You have been asked by your CEO to illustrate and explain the Swot Analysis of your low cost airline at the next staff meeting.

You need to highlight 3 items per your SWOT diagram properly labelled and filled in

QUESTION 2**[9 MARKS]**

Do a comparative analysis presenting the different management levels, associated skills and management tasks.

Use the following template to answer your question:

Management level	Primary management skills required	Primary management tasks performed
•1 - _____ level	• _____ skills	• _____
•2 - _____ level	• _____ skills	• _____
•3 - _____ level	• _____ skills	• _____

QUESTION 3**[7 MARKS]**

As a Chief Executive Officer (CEO) of a low cost airline you have decided to extend your routes and destination points. This requires of you to implement a planning process

Apply the steps of the planning process in order to ensure that your airlines delivers in terms of their expansion.

- A private ondernemings
- B organisasies sonder winsoogmerk
- C staatsorganisasies
- D private semi-staatsinstellings

AFDELING B

[60 PUNTE]

VRAAG 1

[12 PUNTE]

'n *SWOT*-analise – 'n beskouing van sterk punte, swak punte, geleenthede en bedreigings – is 'n kernvereiste van enige organisasie en noodsaaklik om enige nywerheid te verstaan. Die onbestendige lugdiensbedryf is geen uitsondering nie. Hoewel individuele lugrederye elkeen besluite oor hul eie situasie ontleed en neem, is daar algemene bedryfsooreenkomste waarvoor alle lugrederye te staan kom.

Jy is deur jou HUB gevra om die *SWOT*-analise van jou laekoste-lugredery op die volgende personeelvergadering te illustreer en verduidelik.

Jy moet drie items in jou *SWOT*-diagram wat behoorlik benoem en ingevul is, beklemtoon.

VRAAG 2

[9 PUNTE]

Doen 'n vergelykende ontleding wat die verskillende bestuursvlakke, gepaardgaande vaardighede en bestuurstake gee.

Gebruik die volgende templaot om jou vraag te beantwoord:

Bestuursvlak	Primêre bestuurstaak	Primêre bestuurstaak verrig
1. _____ vlak	_____ vaardighede	
2. _____ vlak	_____ vaardighede	
3. _____ vlak	_____ vaardighede	

VRAAG 3

[7 PUNTE]

As 'n hoof- uitvoerende beamppte (HUB) van 'n laekoste-lugdiens het jy besluit om jul roetes en bestemmings uit te brei. Dit vereis dat jy 'n beplanningsproses implementeer.

Pas die stappe van die beplanningsproses toe ten einde te verseker dat jou lugdiens wat hul uitbreiding betref die gewenste resultate behaal.

QUESTION 4

As a manager in a complex business environment like the airline industry you cannot be involved in all aspects of your business, therefore you can delegate tasks and activities to your teams so that you can concentrate on the bigger issues. In light of this statement.

Explain what are the four steps that managers need to take if they want to successfully delegate responsibilities to their teams? **[8 MARKS]**

QUESTION 5

Identify and briefly explain the five positional leadership powers. **[5 MARKS]**

QUESTION 6

Consider the following statements. Indicate which leadership style or leadership trait is applicable in each of these situations: **[4 MARKS]**

- 6.1 Mona has the ability to control her feelings and emotions, and refrain from acting selfishly.
- 6.2 A previous warehouse supervisor was known for not interfering with the employees at all and left them to perform and act independently without any supervision or structured support.
- 6.3 Themba the Operations manager has the ability to influence employees in operations effectively and is able to persist even under conditions of complexity or difficulty.
- 6.4 John a project manager believes that his employees like to work, are committed to organizational objectives and will be able to apply self-management.

QUESTION 7

In any business organisation control is an important management task that need to be performed. In order to implement control it has to be effective.

Present any (5) five criteria for assessing the effectiveness of control in your organisation. **[5 MARKS]**

VRAAG 4

[8 PUNTE]

As bestuurder in 'n komplekse sake-omgewing soos die lugdiensbedryf, kan jy nie betrokke wees by alle aspekte van jou besigheid nie, dus kan jy take en aktiwiteite aan jou spanne deleger sodat jy op die groter kwessies kan konsentreer. In die lig van hierdie stelling:

Verduidelik wat die vier stappe is wat bestuurders moet doen indien hulle suksesvol verantwoordelikhede aan hul spanne wil deleger.

VRAAG 5

Identifiseer en verduidelik kortliks die vyf posisionele leierskapsmagte. **[5 PUNTE]**

VRAAG 6

[4 PUNTE]

Oorweeg die volgende stellings. Dui aan watter leierskapstyl of leierskapeienskap in elk van die hierdie situasies van toepassing is:

- 6.1 Mona het die vermoë om haar gevoelens en emosies te beheer en nie selfsugtig op te tree nie.
- 6.2 'n Vorige pakhuistoetsighouer was bekend daarvoor dat hy geensins met die werknemers ingemeng het nie en hulle gelos het om onafhanklik sonder enige toesig of gestruktureerde ondersteuning te werk en op te tree
- 6.3 Themba, die Bedryfsbestuurder, het die vermoë om werknemers in die bedryfsafdeling effektief te beïnvloed en om te volhard, selfs onder moeilike en komplekse omstandighede
- 6.4 John, 'n projekbestuurder, is van mening dat sy werknemers daarvan hou om te werk, verbind is tot organisasiedoelstellings en in staat is om selfbestuur toe te pas.

VRAAG 7

[5 PUNTE]

In enige sake-organisasie is beheer 'n belangrike bestuurstaak wat verrig moet word, Ten einde beheer te implementeer, moet dit effektief wees.

Gee enige vyf (5) kriteria om die doeltreffendheid van beheer in jou organisasie vas te stel.

QUESTION 8**[10 MARKS]**

Consider the following scenarios. Indicate in each case what type of control should be applied and on which transformation process control factor it is focused. Finally identify the relevant transformation process sub-factor of control, which is the focus for controlling in each of these cases.

[9 MARKS]

- 8.1 Paul measures the service given by his sales team in order to check whether it was up to standard.
- 8.2 Pumba control all the activities relating to the selling of the iPods currently taking place at one of his retail outlets.
- 8.3 Mavis uses the financial statements and other reports in order to budget for the next financial year.
- 8.4 Which should be developed first, performance standard or objectives?
Reason

[1 MARK]

END OF ASSESSMENT

VRAAG 8

[10 PUNTE]

Oorweeg die volgende scenario's. Dui in elke geval aan watter tipe beheer toegepas moet word en op watter transformasieproses se beheerfaktor dit fokus. Identifiseer ten slotte die tersaaklike transformasieproses se subfaktor van beheer, wat die fokus vir beheer in elk van hierdie gevalle is.

[9 PUNTE]

- 8.1 Paul meet die diens wat deur sy verkoopsman gelewer is, ten einde na te gaan of dit op peil was.
- 8.2 Pumba beheer al die aktiwiteite met betrekking tot die verkoop van die iPods wat op die oomblik by een van sy kleinhandelafsetplekke plaasvind.
- 8.3 Mavis gebruik die finansiële state en ander verslae ten einde vir die volgende finansiële jaar te begroot.
- 8.4 Wat moet eers ontwikkel word, prestasiestandaard of doelstellings? Rede.

[1 PUNT]

EINDE VAN ASSESSERING