



FACULTY OF MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT
FINAL SUMMATIVE ASSESSMENT

SUBJECT: Management Principles and Practice
CODE: EBP3B21
DATE: 11 November 2014
TIME ALLOWED: 3 hours
TOTAL MARKS: 100

EXAMINER(S): Dr. M. Bounds
MODERATOR Mr M Kara
NUMBER OF PAGES: 12

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.

SECTION B**[MARKS: 70]****QUESTION 1****[Marks: 10]**

When good and qualified employees are promoted, (a) to which management levels can the person be typically promoted, and (b) how do the person's skills and management tasks change with the job promotion?

QUESTION 2**[Marks: 20]**

- 2.1 Your department is doing a good job. However, you would like to improve the cohesiveness of the team because some of the members don't seem to feel as though they are a part of the team. As a result, they don't work as hard as they would if they felt included. As a group situational manager, you should use the general model of work team functioning.
Using this model of work team functioning, explain how you can improve the cohesiveness of the team by concentrating on team design which can be of help to you in creating a work team. (14)
- 2.2 Some of the leadership styles are illustrated in each of the following scenarios. Identify and briefly explain the basic leadership styles illustrated in each situation.
- 2.2.1 Lea was recently appointed as the manager of SPUR in Cresta. On her first day there, she gave all the employees clear guidelines on what is expected of them. Together they determined the objectives for the business. Now Lea only helps the employees if they ask for help. Otherwise they are left alone to do their work as they wish. (3)
- 2.2.2 Zondré is the manager of Dischem's training and development department and holds a meeting with her employees every Monday morning where they discuss the work to be done during the week. She always asks the employees to share their opinion when making decisions. (3)

QUESTION 3**[Marks: 20]**

Read the following case study and answer the questions that follow.

THE BUFFALO ZOO

Donna Ferandes isn't your average manager. She holds an MBA and a doctorate in science. She's led wildlife tours in Africa, hosted her own TV show and is now director of the Buffalo Zoo, where her "staff" includes elephants and hyena.

When Donna arrived at the Zoo, something had to be done to bring the 125-year-old institution back to life. She quickly outlined plans to bring the zoo back up to standard, she began finding ways to empower everyone inside and outside the organisation to make the zoo the very best it could be.

She abolished rigid policies that actually interfered with employees freedom to get their jobs done and instituted new standards of communication and respect at all levels. Under Donnas' leadership, new and exciting events are plentiful and employees are much happier in their jobs.

In Management Fundamentals 3rd edition.- R. Lussier

- 3.1 These days the atmosphere at the zoo is much more positive. What types of intrinsic and extrinsic rewards are workers now receiving from their jobs at the zoo. (4)
- 3.2 During her first month she observed that motivation levels among employees were low. With reference to relevant **content** motivation theories, describe the options available to her in addressing the problem at the zoo. (16)

QUESTION 4**[Marks: 20]**

Read the following case study and answer the questions that follow.

Cell C staying ahead in the game

Launched in 2001, Cell C is South Africa's third cellular operator with more than 8.2 million subscribers. In 2010 the company repositioned itself as the possibilities provider, which emphasises putting the customer at the centre of everything that it does, focusing on positively transforming the lifestyle and livelihood of its customers.

Cell C recognises that in its industry, innovation is key and it was the first company to operate on a dual-band network and offer cost-effective call options like per second billing. It was the first African mobile operator to roll out an HSPA+ network in the 900MHz frequency band, which provides wider coverage. Its network covers close 92% of the population of South Africa, of which two-thirds is HSPA+ enabled.

Cell C aims to bring its customers tomorrow's technology today. It has been seen a steady increase in subscribers looking for its simple, innovative, value-for-money product, exceptional customer service, and the promise of even better things to come. Embracing the Internet age, it actively connects with its customers using a variety of social media platforms such as Facebook, Twitter and MXit to better serve its current and potential customers.

Source: Cell C website/<http://cellc.co.za>

- 4.1 Do you think that **contingency approach** is the best approach for Cell C to use in order to achieve their goals of growing their revenue? Explain your answer. (8)
- 4.2 Discuss four areas (dark side of internet and cell phones) that will cause problems in Cell C. (8)
- 4.3 Describe two of the three primary types of information systems and their relationship. (4)

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