



COLLEGE OF BUSINESS AND ECONOMICS
JOHANNESBURG BUSINESS SCHOOL
DEPARTMENT OF BUSINESS MANAGEMENT
FINAL SUMMATIVE ASSESSMENT

SUBJECT: BUSINESS MANAGEMENT
CODE: BMA1A01 / BMA11A1
DATE: 01 June 2018
TIME ALLOWED: 120 Minutes
TOTAL MARKS: 100

EXAMINER(S): Mr J Davids
Dr C Diniso
Ms A Mphahlele
Mr S Nchabeleng
MODERATOR: Dr W Van der Linde
NUMBER OF PAGES: 15

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 multiple choice answer sheet at the back of your answer book.
 - 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**[60 MARKS]****QUESTION 1****[12 MARKS]**

- 1.1 **Describe** the concept 'management theory'. (2)
- 1.2 Fayol was perhaps the first individual to discuss management as a process with specific tasks that all managers must perform. **Explain** the five management tasks as proposed by Fayol. (10)

QUESTION 2**[10 MARKS]**

- 2.1 **Define** the following concepts:
- 2.1.1 'Management'. (2)
- 2.1.2 'Conceptual skills'. (1)
- 2.1.3 'Human skills'. (1)
- 2.1.4 'Technical skills'. (1)
- 2.2 Organisations can use policies to ensure that their action plans are implemented. **Describe** five (5) characteristics of effective policies. (5)

QUESTION 3**[20 MARKS]****READ THE CASE STUDY AND ANSWER THE QUESTIONS 3.1, 3.2 AND 3.3.****SORRY, WE MESSED UP**

H&M apologises sincerely for the unacceptable image of the hoodie.

Our position is simple. We got things wrong and we are deeply sorry. The recent incident demonstrates clearly how big our responsibility is as a global brand and how mindful we need to be about different cultures and particularly about issues of race.

Our promise to addressing diversity and inclusiveness is genuine. We have taken immediate action at global and local level to take this promise forward.

We are reaching out to gather ideas, feedback, comments and observations from our staff, critics, experts, influencers and business partners. We are open to constructive thoughts to help us create a better future.

We remain committed to playing a positive role in South Africa.

Pär Darj
H&M Country Manager

Source: Sunday Times, 21 January 2018, full page advertisement, p.11

3.1 **Identify** in the H&M case study the specific management roles as described by Mintzberg in each of the following categories. **Motivate** your answer with an example from the case study:

3.1.1 Decisional (2)

3.1.2 Interpersonal (2)

3.1.3 Informational (2)

3.2 “Strategic action of managers demands leadership”. **Apply** the ‘strategic action and leadership competency’ to the H&M Country Manager in the context of dealing with the crisis. (12)

1 mark for listing each competency

1 mark for describing 1 relevant action under each competency

1 mark for motivating each action with an appropriate example from the case

3.3 **Indicate** the most appropriate leadership style, Transformational or Transactional that the Country Manager should adopt to lead H&M in this situation? **Motivate** your answer. (2)

QUESTION 4

[18 MARKS]

4.1. **Discuss** the three (3) steps of the organising process. (10)

- 4.2 **List** the four (4) steps of the control process and **describe** at least one (1) fact about each step. (8)

END OF ASSESSMENT