



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

MODULE:	BUSINESS STUDIES
CODE:	BMX3A01
DATE:	8 JUNE 2018
TIME ALLOWED:	180 Minutes
TOTAL MARKS:	150

EXAMINER(S):	Mrs S Bronkhorst
MODERATOR:	Mr L Smit
NUMBER OF PAGES:	22

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 answer sheet at the back of the 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**[125 MARKS]****READ THE CASE STUDY AND APPLY****QUESTION 1****(25 marks)**

- 1.1. Although Markus Jooste may be overstating the case, Steinhoff did work well together and the people was seen as a valuable asset. **DISCUSS** the THREE (3) basic principles of coordination and apply each one to Steinhoff. (9)
- 1.2. One way to visualise the interrelationships of the basic organisational structure of Steinhoff, is to create an organisation chart. **DRAW** a chart to provide a pictorial representation of the overall shape and structural framework of Steinhoff. (12)
- 1.3. Steinhoff realised that decentralisation has several potential and decided to follow that root. **DISCUSS** the advantages of decentralisation? (4)

QUESTION 2**(25 marks)**

- 2.1. There are many classifications of groups and teams. Steinhoff identified FIVE (5) different types of groups. **DISCUSS** these groups each individually.
- 2.1.1. Functional work teams (2)
- 2.1.2. Problem-solving work teams (2)
- 2.1.3. Multidisciplinary work teams (2)
- 2.1.4. Self-managing work teams (2)
- 2.1.5. Virtual work teams (2)

- 2.2. **PRESENT** the stages of work team development in a **GRAPH**. (15)

QUESTION 3 (25 marks)

- 3.1. Steinhoff operates over various borders and cultures. The effective management of culture begins with an understanding of the non-observable elements of culture. **DISCUSS** these THREE (3) elements. (9)
- 3.3. Throughout Steinhoff's years of success, they indicated that the cultural elements, and their relationships, created a pattern that is a distinctive part of Steinhoff, emerging as unique as a personality. **DISCUSS** FOUR (4) pure types of organisational culture. (16)

QUESTION 4 (25 marks)

- 4.1. **DISCUSS** the Managerial grid model as developed by Robert Blake and Jane Mouton. Identify the five leadership styles that combine different proportions of concern for production and concern for people. **PLOT** these styles on a grid. (20)
- 4.2. A widely used model to help make sense of, and understand, the different assumptions and beliefs we may hold about human nature, is Douglas McGregor's Theory X and Theory Y. **DISCUSS** this theory in detail. (5)

QUESTION 5 (25 Marks)

- 5.1. Managers can use the aspect of developing accurate descriptions of human behaviour to design performance management systems that enhance

employee's motivation. **DISCUSS** in detail these actions used to enhance employee performance. (15)

5.2. The key job characteristics are objective aspects of job design that can be changed to improve the critical psychological states. **DISCUSS** in detail these FIVE (5) key job characteristics. (10)

END OF PAPER