



FACULTY/COLLEGE	College of Business and Economics
SCHOOL	Johannesburg Business School
DEPARTMENT	Business Management
CAMPUS	DFC
MODULE NAME	Management Skills/Metallurgy Management
MODULE CODE	BIM121/MLM21-1
SEMESTER	Second
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	Final Summative Assessment November 2019

ASSESSMENT DATE	15 November 2019	SESSION	08h30
ASSESSORS	Mr S Ngcobo & Prof E Bbenkele		
EXTERNAL MODERATOR	Mr. T Mlilo		
DURATION	2 Hours	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	8
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INFORMATION/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 sheet provided, at the back of your answer book. Circle the correct answer.
 - 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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SECTION A**[25 MARKS]****QUESTION 1**

An organisation is _____.

- A the physical location where people work
- B a group of individuals focused on profit-making for their shareholders
- C a deliberate arrangement of people to accomplish some specific purpose
- D any collection of people who all perform similar tasks

QUESTION 2

Which one of the following is a member of the lowest level of management?

- A a vice president
- B a nonmanagerial employee
- C an individual involved in defining the organisation's philosophy
- D a middle manager

QUESTION 3

Effectiveness is synonymous with _____.

- A goal attainment
- B cost minimisation
- C efficiency
- D smart management

QUESTION 4

Resolving a conflict would be considered to fall under which managerial function?

- A Directing
- B Planning
- C Leading
- D Controlling

QUESTION 5

The financial crisis that began in 2008 has resulted in the current climate in which there has been _____ business and business leaders.

- A new curiosity in
- B new-found confidence in
- C an erosion of trust in
- D indifference toward

QUESTION 6

Globalisation can be best characterized as a business climate in which there are _____.

- A no rules or standards
- B no international boundaries
- C rigid rules and standards
- D rigid international boundaries

QUESTION 7

Societies with a high assertiveness rating would tend to be _____.

- A passive
- B uncertain
- C competitive
- D excessively polite

QUESTION 8

The socioeconomic view is that management's social responsibility goes beyond making profits to include _____.

- A challenging norms within society and inciting people to rise up against injustice
- B protecting and improving society's welfare
- C prosecuting those who break the law
- D sacrificing its own welfare to advance the cause of justice

QUESTION 9

Decision making begins with _____.

- A selecting alternatives
- B eliminating false alternatives
- C identifying a problem
- D identifying decision criteria

QUESTION 10

A banker opts for short-term gain despite indications that his decision might not pay off in the long run. Which error or bias is the banker guilty of?

- A immediate gratification
- B selective perception bias
- C overconfidence
- D representation

QUESTION 11

Escalation of commitment can occur when people don't _____.

- A accept current conditions
- B understand that conditions have changed
- C want to make a decision
- D want to admit that an earlier decision was flawed

QUESTION 12

Which model of decision making takes advantage of unconscious reasoning?

- A non-rational
- B rational
- C factual
- D intuitive

QUESTION 13

Planning is concerned with _____.

- A neither ends nor means
- B means only
- C ends only
- D both ends and means

QUESTION 14

Planning gives organisation s a way to deal with change that _____.

- A reduces uncertainty
- B reduces certainty
- C increases ambiguity
- D eliminates all uncertainty

QUESTION 15

Which term refers to an organisation 's capital, workers, and patents?

- A capabilities
- B abilities
- C core competencies
- D resources

QUESTION 16

Which statement accurately defines work specialization?

- A Work specialisation clarifies who reports to whom.
- B Individual employees specialise in doing part of an activity rather than the entire activity.
- C It is the degree to which tasks are grouped together.
- D Jobs are ranked relative only to their worth or value to the businesses.

QUESTION 17

Functional departmentalisation groups jobs by _____.

- A products or services they manufacture or produce
- B type of customer they serve
- C tasks they perform
- D territories they serve

QUESTION 18

Which question does the chain of command answers?

- A How do I know when the task is complete?
- B Who reports to whom?
- C What are the rules?
- D Where do I go for help?

QUESTION 19

The first three activities of the human resource management (HRM) process are about _____.

- A downsizing
- B training
- C planning
- D recruiting

QUESTION 20

For the most part, _____ are involved in HR decisions within their own department or unit.

- A very few managers
- B some managers
- C all managers
- D most managers

QUESTION 21

The most important environmental factor in the HRM process is _____.

- A the scientific community
- B the legal environment
- C the business environment
- D the natural environment

QUESTION 22

Which one of the following is an example of a structural organisational change?

- A changing employee attitudes
- B changing managerial span of control
- C changing work practices
- D purchasing new work equipment

QUESTION 23

Which of the following is an organisational “people change”?

- A job redesign
- B authority relationships between people
- C work methods that people use
- D attitudes that people have

QUESTION 24

The control management function ensures that _____ in an organisation .

- A plans are made
- B goals are met
- C plans are realistic
- D goals are set

QUESTION 25

Leaders are _____.

- A individual people who study the leadership process.
- B the final step in the leadership process.
- C the first step in the leadership process
- D individual people, while leadership is a process

SECTION B**[75 MARKS]****QUESTION 1****[12 MARKS]**

Research suggests that seven dimensions describe an organization's culture. These dimensions illustrate how organisational culture is assessed. List and describe any six (6) dimensions of organisational culture.

QUESTION 2**[18 MARKS]**

You have been asked by your CEO to write a report on a strategic management process before they engage top management on the five-year organisational strategy.

Fully discuss all the steps to be covered in your organisation's strategic management process.

QUESTION 3**[16 MARKS]**

It makes sense for an organisation to establish goals and direction, but critics have challenged some of the basic assumptions of planning.

Fully discuss the criticisms of formal planning and how should managers respond to each criticism.

QUESTION 4**[14 MARKS]**

The basic concepts of organisation design formulated by management writers such as Henri Fayol and Max Weber offered structural principles for managers to follow.

List and describe the six (6) basic elements of organisational structure as proposed by Robbins, DeCenzo and Coulter.

QUESTION 5**[15 MARKS]**

Research has shown that trust in leadership is significantly related to positive job outcomes including job performance, organizational citizenship behaviour, job satisfaction, and organizational commitment. Given the importance of trust to effective leadership, leaders need to build trust with their followers.

Discuss suggestions on how leadership can build trust.

END OF ASSESSMENT