

**FSAO – Final Summative Assessment Opportunity****CONTINUOUS ASSESSMENT**

<b>FACULTY/COLLEGE</b>	College of Business and Economics
<b>SCHOOL</b>	School of Economics
<b>DEPARTMENT</b>	Department of Business Management
<b>CAMPUS(ES)</b>	APK
<b>MODULE NAME</b>	Management Principles and Practice 3B
<b>MODULE CODE</b>	EBP3B21
<b>SEMESTER</b>	Second
<b>ASSESSMENT OPPORTUNITY, MONTH AND YEAR</b>	Final Summative Assessment Opportunity <b>Supplementary 2019</b>

<b>ASSESSMENT DATE</b>	TBA 2019	<b>SESSION</b>	TBA
<b>ASSESSOR(S)</b>	Dr P. Thomas		
<b>MODERATOR(S)</b>	Dr S. Koma		
<b>DURATION</b>	3 hours (180 min)	<b>TOTAL MARKS</b>	150

<b>NUMBER OF PAGES OF QUESTION PAPER (Including cover page)</b>	5
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**INFORMATION/INSTRUCTIONS:****SECTION A (20 marks)****True/ False answer all questions****SECTION B (75 marks)****Answer any 3 of the 4 questions****SECTION C (55 marks)****ANSWER ALL QUESTIONS IN SECTION C**

- This is a **CLOSED** book assessment.
- Answer all questions in your exam book.
- Read the questions carefully and answer only what is asked.
- Number your answers clearly.
- Write neatly and legibly.
- Structure your answers by using appropriate headings and sub-headings.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

<b>SECTION A (20 marks)</b> <b>ANSWER ALL 20 TRUE/FALSE QUESTIONS</b>		<b>[20]</b>
<b>EXAMPLE OF HOW TO ANSWER IN YOUR TEST BOOK: use the FULL word TRUE or FALSE</b>		
<b>Question number</b>	<b>Answer (full word)</b>	
<b>1</b>	<b>TRUE</b>	
<b>2</b>	<b>FALSE</b>	
A1. Sustainability in business is considered compatible with the natural ecosystems that generate and preserve life.	1	
<b>True/ False</b>		
A2. Situational analysis focuses on internal forces at work within the organization and examines influences from the external environment.	1	
<b>True/ False</b>		
A3. Contingency plans might be called "what if" plans.	1	
<b>True/ False</b>		
A4. A thorough job analysis may help organizations successfully defend themselves in lawsuits involving employment practices.	1	
<b>True/ False</b>		
A5 Poor supervisory practices can influence workers to vote for a union.	1	
<b>True/ False</b>		
A6 Diversity includes differences in religious affiliation, age, disability status, military experience, economic class, and educational level.	1	
<b>True/ False</b>		
A7 VAT reconciliations to SARS bi-monthly are done by all PTY Ltd. Companies	1	
<b>True/ False</b>		
A8 Maslow's hierarchy of needs includes psychological, growth, cultural, existence, and self-realization.	1	
<b>True/ False</b>		
A9 Technology is embedded in every product, service, and procedure used or produced.	1	
<b>True/ False</b>		
A10.In a sole proprietorship form of business, the owner is not personally liable.	1	
<b>True/ False</b>		
A11 Entrepreneurs with plenty of business experience tend to overlook the risk factor involved in starting a new business.	1	
<b>True/ False</b>		
A12 Profit maximization and corporate social responsibility necessarily lead to opposing corporate policies.	1	
<b>True/ False</b>		
A13. To be effective, goals should be general rather than specific.	1	
<b>True/ False</b>		
A14 Training usually refers to teaching managers and professional employees broader skills needed for their present and future jobs.	1	
<b>True/ False</b>		
A15 Effective collaboration can occur within but not outside an organization's boundaries.	1	
<b>True/ False</b>		
A16 It is not possible for a customer to collaborate with a company.	1	
<b>True/ False</b>		

A17 Innovation is the introduction of new goods and services. <b>True/ False</b>	1	
A18 Diversity training focuses on identifying and reducing hidden biases against people with differences. <b>True/ False</b>	1	
A19 Successful entrepreneurs often exhibit creativity, self-reliance, and the ability to adapt. <b>True/ False</b>	1	
A20 In general, the accumulated evidence indicates that social responsibility is associated with better long-term benefits. <b>True/ False</b>	1	
<b>SECTION B (75 marks)</b> <b>ANSWER ANY THREE (3) OF THE FOLLOWING FOUR (4) QUESTIONS</b>		
<b>SECTION B QUESTION 1</b>  <b>Read the following mini-case study</b> Senior management at Valley Development, South Africa is attending a corporate retreat, and the first item for discussion is corporate social responsibility (CSR). The group has discussed this before and then <i>shot it down</i> because it generally costs Valley's shareholders in the form of reduced annual share distributions.  But the new VP (vice president), Gita Halle, is about to explain why she believes CSR will actually benefit the shareholders and Valley management alike. Her team begins her presentation with a discussion of CSR, both its current definition and reconciliation of past views. Jeremiah from her team, then discusses the importance of being a good global corporate citizen by supporting the local school system. Ellen takes the floor to make the case for doing what is expected by global stakeholders as on the Johannesburg Stock exchange there are laws on economic social and environmental reporting. Finally, Gita wraps the discussion up by defining why Valley should take legal responsibility for the firm's performance in society as a whole.  <b>Answer this question:</b> B1. Evaluate the value of a South African firm - with the triple bottom line - in undertaking CSR. Make at least 13 valid points relevant to South African firms and CSR in your discussion. <u>Use the mini-case study to help emphasis discussion points.</u>	(25)	[25]
<b>SECTION B QUESTION 2 (25 marks)</b>  B2. Discuss the role of a country's economic environment in entrepreneurship. ( <i>hint: there are three predominant economic systems – explain each theoretically and then how each may advantage/ disadvantage an entrepreneur</i> ).	(25)	[25]

<p><b>SECTION B QUESTION 3 (25 marks)</b></p> <p><b>Review the following mini case study:</b></p> <p>Key Performance Indicators (KPIs) is a performance measurement tools that an Aerospace Manufacturing facility has decided to implement in order to remain cost competitive. Since KPIs was a new concept that the company was embracing, the challenge was on managing the KPIs throughout the entire organization. Performance measurement is not static. It will change as performance issues vary, such as marketing strategy change, as technologies and the means to measure and record performance change over time. However, performance must be aligned with strategy and measurement as means for growth.</p> <p>Source: Adapted from <a href="http://www.kmice.cms.net.my/prockmice/kmice2008/Pdf/221-225-CR116.pdf">http://www.kmice.cms.net.my/prockmice/kmice2008/Pdf/221-225-CR116.pdf</a></p> <p><b>Answer all the following questions:</b></p> <p>B3.1. Explain the purpose of control by making five (5) relevant points.</p> <p>B3.2 In lectures, <i>controlling the business</i>, was explored. Explain the four (4) steps of the control process.</p>	<p>(10)</p> <p>(15)</p>	
<p><b>SECTION B QUESTION 4 (25 marks)</b></p> <p>Evaluate six (6) activities involved in an <u>external environmental analysis</u> demonstrating why each is important to assess in managing business performance.</p>	<p>(25)</p>	
<p><b>SECTION C (55 marks)</b></p> <p><b>Answer all questions</b></p> <p><b>Read the following case study:</b></p> <p>Lenora has been working in a specialized and narrow field of Information Technology for many years. Though not formally trained, she has acquired most of her skills on the job and has risen to a high level in a large organization. Because she works in a narrow field, she doesn't often get the chance to branch out into her personal areas of interest, and the nature of her work can mean she has as many as 5 "bosses" to answer to. Due to the nature of her work, she has been highly compensated but has extremely low job motivation and high job dissatisfaction.</p> <p>Lenora decides to look for another job that will make her satisfied with her career. She is presented with two opportunities. One is with a smaller company ("Company 1") offering her a salary at 75% of what she was making before.</p> <p>The other is with a start-up company ("Company 2") at 50% of her previous salary. She analyses which opportunity is the best for her based on several criteria.</p> <p>Company 1 offers her a position that would utilize similar skills to her current position that are more business-oriented than technology-oriented. Company 2 offers her a position that would require skills she does not yet possess and would encompass a large range of new responsibilities.</p>		<p>[55]</p>

<p><b>Continues from previous page...Section C</b></p> <p>Company 1's position would be in "middle management" where she would be supervising the work of others in the service of those above her organizationally. Benefits include a gym plan and in-house cafeteria. Company 2's position is pitched as entrepreneurial, and ownership of tasks is highly valued and encouraged. Benefits include getting shares in the company as a bonus annually.</p> <p>Company 1's job requirements, if successful, would improve the processes in a specific department and help it meet its goals. This would be a less stressful position than Company 2's requirements. For Company 2, Lenora's job parlays directly into the company's ability to earn new business and pay its employees. Failure to adequately perform her job could mean the company cannot meet its financial obligations and this would put a lot of pressure onto her role.</p> <p>Both Company 1 and Company 2 have designed the jobs to be flexible enough for Lenora to choose what to prioritize and design the methods to accomplish the job's goals. By designing the methods to complete her work, she's got more influence on her outcomes that she would at her old company. Company 1 would require her to be in an office daily on a structured schedule. Company 2 has the same expectations, but the corporate culture is more flexible to work hours and location.</p> <p>Both Company 1 and Company 2 are much smaller than Lenora's previous company and would allow her access multiple levels of management. Lenora values regular performance reviews and salary evaluations and feels that Company 1, which has been established for 20 years and has a solid revenue stream, will be more organized in career planning and feedback. Lenora knows Company 2 does not have any procedures in place for formal feedback but she would be working closely with the owners.</p> <p>After careful consideration of these different criteria, Lenora chooses to go with Company 2, even though it poses greater risk to job stability. The entrepreneurial spirit of the organization is highly appealing, as what Lenora wants the most is the ability to take responsibility for her tasks and to make a direct impact on a company's success. In her previous job she felt like a white collar factory worker and at Company 2 she would be key player in the direction the company grows. Lenora also has personal goals and values the flexible work atmosphere and autonomy at Company 2.</p> <p>Source: Adapted from Leading and Collaborating in a competitive world. Bateman and Snell.</p> <p><b>Answer the following question:</b></p> <p><b>C1. Using Maslow's hierarchy of needs model, evaluate the case study in terms of the needs that company 2 satisfies for Lenora over that of company 1.</b></p> <p><i>(5 x 10 marks – for each Maslow level linking each level of Maslow to needs of Lenora (i.e. use the case study to demonstrate understanding of satisfaction of employee needs) + 5 marks for extra consideration of aspects such as Process approaches to motivation: Expectancy theory/ Equity theory/ Goal-setting theory and feedback/).</i></p> <p><i>(You can use a 2 column table to present the comparisons and discussions of each comparison).</i></p>	(55)	
<b>TOTAL</b>		<b>150</b>