



FACULTY/COLLEGE	College of Business and Economics
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DEPARTMENT	Business Management
CAMPUS	SWC
MODULE NAME	Management 1B
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ASSESSMENT DATE		SESSION	
ASSESSOR	Ms A Bosch		
MODERATOR	Dr TD Mngomezulu		
DURATION	120 minutes	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	20
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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. Indicate the correct answer as per the instructions on the multiple choice 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 A**[60 MARKS]****QUESTION 1**

Which of the following depicts the positions in the firm and how they are arranged?

- A Span of control
- B Departmentalisation
- C Division of labour
- D Organisation chart
- E Value chain

QUESTION 2

Authority has been defined as _____.

- A the ability to get others to act a certain way
- B the right to perform a task or give orders to someone else
- C the obligation to perform assigned activities
- D a unique group that management has assigned to carry out tasks

QUESTION 3

The expectations that employees perform a job, managers take corrective action when necessary and employees report upward on the status and quality of their performance is called _____.

- A accountability
- B authority
- C coordination
- D span of control

QUESTION 4

The assignment of additional responsibilities to a subordinate is referred to as _____.

- A responsibility
- B centralisation
- C delegation
- D span of control
- E accountability

QUESTION 5

Thandi has numerous duties delegated to her during an accounting internship. Many of these required that she obtained information from other departments. She was often frustrated because some departments repeatedly refused to share information with a 'mere intern'. Thandi was frustrated because she did not have the power to get the information she needed. In this situation Thandi's supervisor most likely made the mistake of _____.

- A delegating inappropriate tasks to an intern
- B delegating responsibility without also delegating adequate authority to Thandi
- C "passing the buck" for Thandi's performance
- D taking credit for Thandi's accomplishments
- E overestimating Thandi's capabilities

QUESTION 6

Gabriella recently accepted a job with a large insurance organisation as an internal auditor. Gabriella has found that her new job is quite different than the internship she had at an accounting consulting organisation. The insurance organisation has strictly defined job responsibilities and lines of communication. It seems that for every decision that Gabriella needs to make, approval needs to be obtained from upper management. Overall she has found the atmosphere to be quite formal as compared to the internship. Gabriella has correctly concluded that of the following choices, the insurance organisation has _____.

- A a wide span of control
- B a high degree of centralisation
- C decentralised authority
- D a matrix design
- E ineffective staff

QUESTION 7

Departmentalisation is the method most often used to structure an organisation. A _____ type of organisation would cluster jobs according to the following departments: marketing; finance; accounting; operations and human resources.

- A product
- B geographical
- C matrix
- D functional
- E customer

QUESTION 8

Sports International (SI) began business by making shoes for athletes. They soon expanded into making shoes for non-athletic purposes. They now manufacture and distribute clothing, sporting equipment, and protective sports gear worldwide. They are departmentalised by products sold to serious athletes, products sold to “weekend” athletes, and products sold to sports teams. SI has utilised which form of departmentalisation?

- A Geographic
- B Functional
- C Martix
- D Customer
- E Product

QUESTION 9

_____ carry out the primary activities of a business.

- A Line personnel
- B Functional personnel
- C Staff personnel
- D Upper level management

QUESTION 10

When a production supervisor tells the Plating Department supervisor to schedule additional overtime, he/she is using _____ authority.

- A advisory
- B command
- C line
- D staff

QUESTION 11

The principle that authority flows from one level of management to the next, from the top of the organisation to the bottom is called _____.

- A chain of command
- B parity principle
- C unity of command
- D span of control

QUESTION 12

Span of control is _____.

- A the ability to get others to act in a certain way
- B giving another person the authority and responsibility
- C coordination among employees
- D the number of people a manager supervises

QUESTION 13

Delegation of broad decision-making authority and responsibility is known as _____.

- A power
- B unity of command
- C empowerment
- D authority

QUESTION 14

Supervisor Ruby keeps close tabs on her employees because she is afraid _____.

- A the department's performance will drop
- B she will be out of a job if she doesn't
- C she won't be able to give close direction
- D to delegate

QUESTION 15

The benefits of teams are reduced when they are not _____.

- A visible
- B completely independent from other groups or teams
- C empowered
- D held to strict standards
- E given general goals

QUESTION 16

Task groups are defines as _____.

- A groups set up by management to meet organisational goals
- B groups that form when individuals in the organisation develop relationships to meet personal goals
- C groups set up to carry out a specific activity, and are disbanded when the activity is completed
- D groups which appear on the organisation's chart

QUESTION 18

At Connie's Commercial construction Company, over 50 work groups work together to build an entire plant. These work groups hire their own members, decide how to manage their own areas and accept budget responsibilities.

These work groups are _____.

- A cohesive groups
- B task groups
- C self-directed work teams
- D heterogeneous work groups

QUESTION 19

Group cohesiveness refer to _____.

- A how attractive the group is to management
- B how motivated members are to remain in the group
- C the degree to which management influences the group
- D the quality of the group's performance
- E how homogeneous group members are

QUESTION 20

_____ are the informal rules a group adopts to regulate the behaviour of group members.

- A Ethics
- B Group norms
- C Skills
- D Group dynamics

QUESTION 21

The election committee that you are chairing finally seems to be getting something done. For a while, you thought nothing would be accomplished; it seemed that committee members were more interested in whose ideas were addressed rather than the quality of the ideas. People have now started to “come together” and are establishing some patterns of interaction that seem productive. The members appear to have worked through the _____ stage and entered the _____ of group development.

- A forming; performing
- B forming; norming
- C storming; norming
- D storming; warming
- E storming; performing

QUESTION 22

The stage of group development in which groups develop open communication and group cohesion is the _____ stage.

- A forming
- B storming
- C norming
- D performing

QUESTION 23

Autonomous work groups in which workers are trained to do all or most of the jobs in a unit, have no immediate supervisor and make decisions previously made by first-line supervisors are referred to as _____.

- A traditional work groups
- B self-directed work groups
- C autonomous work groups
- D self-designing teams
- E virtual teams

QUESTION 24

Which one of the following statements about group norms is correct?

- A They are different sets of expectations of how various individuals should behave.
- B They are usually negative and destructive.
- C They are shared beliefs about how the group members should think and behave within the group.
- D They are positive because they are developed towards accomplishing the tasks of the organisation.
- E Norms about knowledge sharing hinder team performance.

QUESTION 25

A construction supervisor site who sees an impending thunderstorm, tells workers to go home, and secures the site is demonstrating _____.

- A authority
- B delegation
- C accountability
- D responsibility

QUESTION 26

In a consulting organisation, the consultants have _____ authority, because their work directly contributes to the bottom line, whereas consultants in a manufacturing organisation have _____ authority because they are used in an advisory capacity.

- A planning; line
- B organising; staff
- C line; staff
- D controlling; staff

QUESTION 27

Which of the following will help to create a work group that has high performance norms and is cohesive?

- A Maintain low entrance and socialising standards.
- B Presenting a challenge from inside the group.
- C Keeping the group small.
- D Tying rewards to individual performance.
- E Publicising individual successes.

QUESTION 28

Which of the following states that giving special attention to a group of employees changes the employees' behaviour?

- A The placebo effect
- B The Pygmalion effect
- C The Hawthorn effect
- D The observer-expectancy effect

QUESTION 29

Which of the following describes a team of 8 to 10 employees and supervisors who share an area of responsibility and meet regularly to investigate problems and recommend solutions?

- A Quality circle
- B Functional team
- C Cross-functional team
- D Self-directed team

QUESTION 30

A form of leadership in which the leader solicits input from subordinates is referred to as _____.

- A autocratic leadership
- B participation in decision-making
- C democratic leadership
- D laissez-faire
- E subordinated leadership

QUESTION 31

A leadership philosophy characterised by an absence of managerial decision-making is referred to as _____.

- A situational leadership
- B laissez-faire leadership
- C team management style
- D path-goal theory

QUESTION 32

Whether a decision should be made autocratically or democratically depends on the characteristics of _____.

- A the culture
- B the governing roles
- C the situation
- D the competitors

QUESTION 33

The Managerial Grid was characterised for _____.

- A advocating a one-best-way style of leadership
- B ignoring the influence of referent power
- C suggesting that it was possible to be concerned with people and production simultaneously.
- D being little more than a money-making scheme

QUESTION 34

The situational approach to leadership suggests _____.

- A a combination of concern for people and concern for task will always succeed.
- B that if in doubt, focus on a concern for production
- C that a leader should analyse a situation before deciding what to do
- D there is a one-best-way to manage
- E that most leaders cannot alter their style of leadership despite the demands of the situation

QUESTION 35

A leader who motivates others to transcend their personal interests for the good of the group is referred to as a _____ leader.

- A transactional
- B charismatic
- C situational
- D transformational
- E pseudo transformational

QUESTION 36

A leader who manages through connections, using their legitimate reward and coercive power to give demands and exchange rewards for services rendered is referred to as a _____ leader.

- A transactional
- B transformational
- C situational
- D charismatic
- E natural

QUESTION 37

William has a favourite leadership perspective. He argues that his favourite theory recognises that the best answer concerning which style of leadership to use is “it depends”. He maintains that the theory he liked the most argued for “looking before you lead”. William’s favourite leadership perspective is the _____ approach.

- A trait
- B behavioural
- C situational
- D charismatic
- E transactional

QUESTION 38

Lionel is an effective and admired leader in his organisation. Lionel works hard to maintain good relationships with each and every employee that he has. He regularly provides praise and seeks way to help individuals to solve problems and reduce stress. He has been told that he is easy to talk to. Lionel’s behaviour could be called _____ leadership.

- A country-club
- B middle of the road
- C shared
- D supportive
- E directive

QUESTION 39

The process of establishing a cohesive group that works together to achieve its goals is _____.

- A team building
- B strategic planning
- C goal setting
- D group cohesiveness

QUESTION 40

Identify the leader who is visionary since he/she visualises the changed organisation and then motivates people to make it realty.

- A Charismatic leader
- B Transformational leader
- C Transactional leader
- D Contingency leader

QUESTION 41

Which leadership style has high concern for people and low concern for production, and strives to maintain good relations and a friendly atmosphere.

- A Country-club style
- B Impoverished style
- C Task-centred style
- D Middle-of-the-road style
- E Team management style

QUESTION 42

Which leadership style has a balanced, medium concern for both production and people. He/she strives to maintain satisfactory performance and morale

- A Impoverished style
- B Country-club style
- C Middle-of-the-road style
- D Team-management style
- E Task-centred style

QUESTION 43

_____ management style involves high-directive-low-supportive behaviour and is appropriate when interacting with low-capability employees.

- A Autocratic
- B Consultative
- C Participative
- D Laissez-faire
- E Democratic

QUESTION 44

Supervisors can have two assumptions concerning the basic nature of people. A leader holding Theory Y assumes that the average human being _____.

- A wants security
- B learns to accept responsibility
- C prefers to be directed

QUESTION 45

A leader holding Theory Y assumptions would prefer a(n) _____ leadership style.

- A democratic
- B autocratic
- C structured
- D authority compliance

QUESTION 46

During which stage of conflict are the conditions for conflict recognised by one or both of the parties/

- A Manifest conflict
- B Perceiver conflict
- C Felt conflict
- D Latent conflict

QUESTION 47

Goal conflict and frustration are examples of _____ conflict

- A intrapersonal
- B interpersonal
- C political
- D structural

QUESTION 48

_____ conflict results from the promotion of self-interest on the part of an individual.

- A Political
- B Interpersonal
- C Structural
- D Goal

QUESTION 49

Which of the following would be the best way to resolve conflict/

- A Confrontation
- B Forcing a solution
- C Smoothing over
- D Withdrawing

QUESTION 50

Which of the following is the least effective means of resolving conflict?

- A Compromise
- B Smoothing over
- C Confrontation
- D Forcing

QUESTION 51

Most control tools and techniques are primarily concerned with _____.

- A scheduling
- B inventory
- C monitoring performance
- D punitive actions

QUESTION 52

Concurrent control _____.

- A focus on things that happen as input are being transformed into output
- B attempt to prevent a problem from occurring
- C are designed to detect existing problems after they occur but before they reach crisis proportions
- D include written or periodic reports

QUESTION 53

Perhaps the greatest danger in administering a budget is _____.

- A control
- B over expenditure
- C inefficiency
- D inflexibility

QUESTION 54

A zero-defect programme _____.

- A assures having no defective products
- B allows each employee a predetermined number of defective products
- C makes everyone aware of his/her potential impact on quality
- D tries to cut defective service to zero

QUESTION 55

Total quality management requires the involvement of _____.

- A supervisors only
- B top and middle management only
- C everyone inside the organisation
- D workers only

QUESTION 56

_____ refers to how well the person understands what is expected on the job.

- A Effort
- B Ability
- C Direction
- D Appraisal

QUESTION 57

The supervisor's writing skills can bias which of the following techniques the most?

- A Graphic rating scale
- B Forced choice
- C Essay appraisal
- D Forced-choice rating

QUESTION 58

The performance appraisal method where the supervisor actually only records performance rather than evaluates it is the _____.

- A graphic-rating scale
- B essay
- C checklist
- D forced choice

QUESTION 59

_____ is the grouping of ratings at the positive end instead of spreading them throughout the performance scale.

- A Leniency
- B Central tendency
- C Regency error

QUESTION 60

Identify the correct statement about incentives.

- A They are rewards employees receive because of their employment with the organisation.
- B They are directly related to performance.
- C They are the hourly, weekly or monthly pay employees receive for their work.
- D They include pay vacation, health insurance and retirement plans.

SECTION B**[40 MARKS]****QUESTION 1****[10 MARKS]**

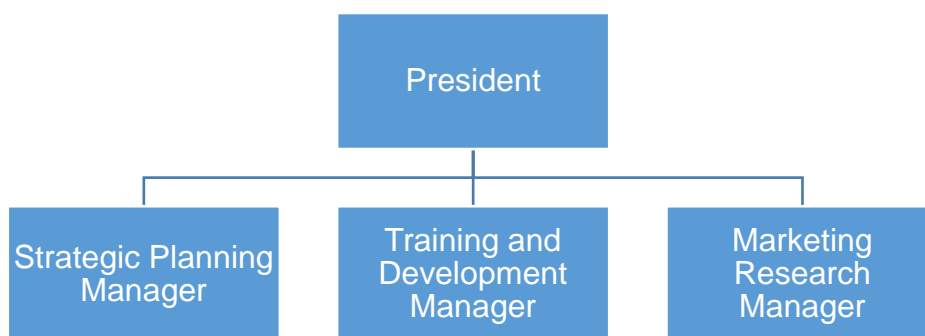
Identify the five organisation charts below as being departmentalised by one of the following methods:

- A Functional
- B Product (service)
- C Customer
- D Geographic
- E Matrix
- F Process (equipment)

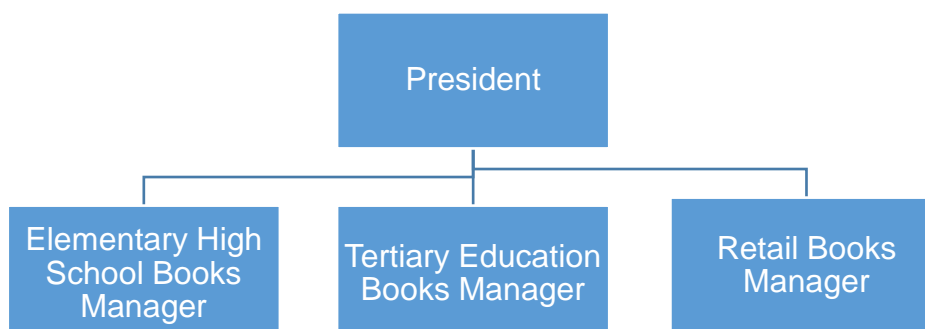
For example:

1.1 = C

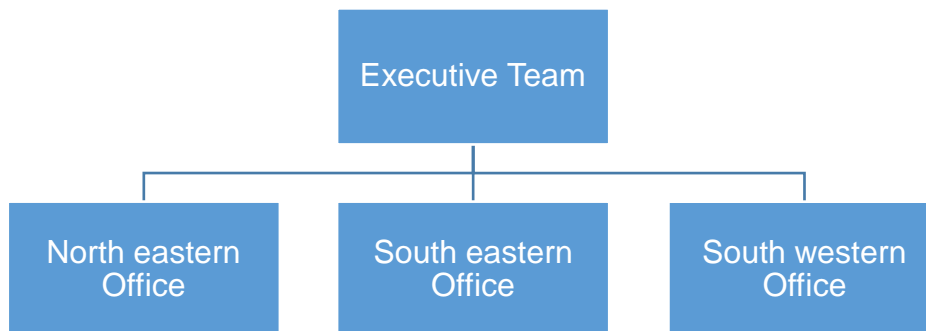
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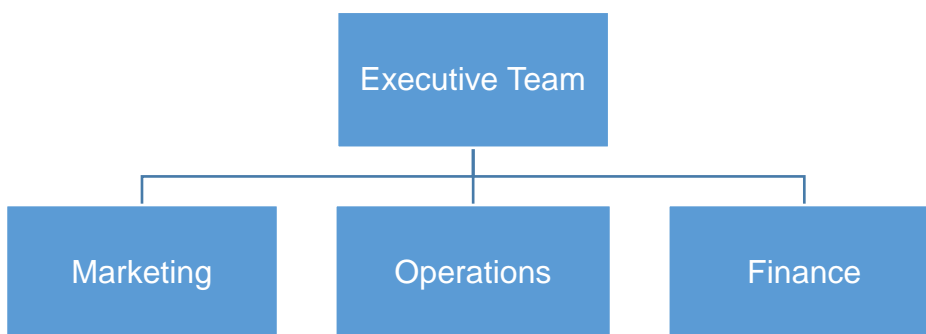
1.2. Pearson Publishing Company



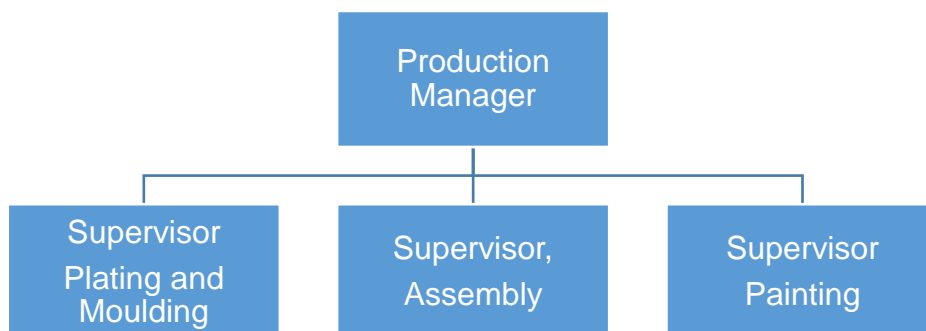
1.3. Worldwide Marriage Encounter - SA



1.4 ABC Pine furniture Ltd



1.5 Production department of Metal Toys Company



QUESTION 2**[10 MARKS]****Read the case study below and answer the questions that follow**

Prior to becoming a supervisor, Jane Harris ate lunch with the same group of people almost every day. Some of these people were from her own department and some were from other departments. The one thing they had in common was that they were all in a company-sponsored exercise program. Over lunch they generally talked about what was happening in the company.

Jane realised that in her work unit there was also a small group of people who always seemed to be doing things together. However, something bothered Jane about this group. The group sometimes seemed to have a negative effect on the work of her unit.
Rue, LW & Byars, LL, 2010: Supervision; Key link to productivity, pp178.

- 2.1 It is important that Jane must know that all organisations depend on groups to achieve success. Identify and contrast the two types of groups that generally exist in organisations. (4)
- 2.2 Identify the type of group that Jane was a member of whom she used to have lunch with and list four potential benefits which organisations might experience from this type of group. (6)

QUESTION 3**[10 MARKS]****Read the case study below and answer the questions that follow.****The Clean-up job**

Brenda is the head meat cutter in the Spar supermarket. Brenda hires and has fired meat cutters; she also determines raises. Although it has never been said, she speculates that the all-male, meat-cutting crew isn't friendly towards her because they resent having a female manager. They are all highly skilled.

Once a month the meat and frozen foods cases are supposed to be cleaned by a meat cutter; they are all equally capable of doing it. It is not any one person's job, and no one likes to do it. It's that time of month again, and Brenda has to select someone to clean up. She just happens to see Rif first, so she approaches him.

Brenda: "Rif, I want you to clean the cases this month".

Rif: "Why me? I just did it two months ago. Give someone else a turn".

Brenda: "I didn't ask you to tell me when you did it last. I asked you to do it".

Rif: "I know, but I'm a meat cutter, not a janitor. Why can't the janitor do it? Or something more fair"?

Brenda: "Do I have to take action against you for not following an order"?

Rif: "OK, I'll do it".

- 3.1 Identify and explain the basic leadership style Brenda used with Rif. (from the viewpoint of the leader) (5)

- 3.2 Identify and explain the basic leadership style which Brenda should use in her department. (from the viewpoint of the leader) (4)
- 3.3 Identify the type of conflict that exist in Spar. Substantiate your answer. (1)

QUESTION 4**[5 MARKS]**

Match the appropriate conflict management style with each situation below.

Conflict management style:

A = Forcing

B = Smoothing

C = Compromise

D = Confrontation

Situations:

1. You are the supervisor of a production department. An important order is behind schedule. Two of your employees are in conflict, as usual, over how to meet the deadline.
2. You are on a committee that has to select a new computer. The four alternatives will all do the job. It's the brand, price and service that people disagree on.
3. You are on your way to an important meeting. You're late. As you turn a corner, at the end of the shop you see one of your employees goofing off instead of working.
4. You and a fellow supervisor are working on a report. You disagree on the format to use
5. You're over budget for labour this month. It's slow today so you asked a part-time employee to go home early. He tells you he doesn't want to go because he needs the money.

QUESTION 5**[5 MARKS]**

Explain the benefits of a sound Performance Appraisal System to the employee.

END OF ASSESSMENT