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| <b>FACULTY/COLLEGE</b>                            | College of Business and Economics           |
| <b>SCHOOL</b>                                     | Johannesburg Business School                |
| <b>DEPARTMENT</b>                                 | Business Management                         |
| <b>CAMPUS</b>                                     | SWC   |
| <b>MODULE NAME</b>                                | Management 2B                               |
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| <b>SEMESTER</b>                                   | Second                                      |
| <b>ASSESSMENT OPPORTUNITY,<br/>MONTH AND YEAR</b> | Final Summative Assessment<br>November 2019 |

|                        |                 |                    |     |
|------------------------|-----------------|--------------------|-----|
| <b>ASSESSMENT DATE</b> | 9 November 2019 | <b>SESSION</b>     | 1   |
| <b>ASSESSOR</b>        | Dr T Mngomezulu |                    |     |
| <b>MODERATOR</b>       | Mr A de Beer    |                    |     |
| <b>DURATION</b>        | 180 Minutes     | <b>TOTAL MARKS</b> | 150 |

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| <b>NUMBER OF PAGES OF QUESTION PAPER (Including cover page)</b> | 17 |
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#### INFORMATION/INSTRUCTIONS:

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- 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.
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**SECTION A****[50 MARKS]****QUESTION 1**

Which of the following is indicative of a team environment?

- A Training focuses on technical skills.
- B Information is carefully controlled.
- C Risk taking is discouraged.
- D Workers are expected to continuously improve methods.

**QUESTION 2**

Which of the following is a critical period in a group's development because the group is particularly open to formative experiences?

- A The second meeting
- B The midpoint between the first meeting and a deadline
- C The critique of individual performances
- D The deadline

**QUESTION 3**

Several members of Ann's team feel frustrated. They had forwarded many viable concepts to management for work process improvements. A few were implemented, but most were not, and the team was not told why. Most members have quit trying to come up with innovative ideas. The team seems to have failed due to \_\_\_\_\_.

- A a lack of interpersonal skills training
- B too much responsibility
- C management's retention of control and authority
- D communication barriers

**QUESTION 4**

Which of the following is a characteristic of very large organisations?

- A They tend to be more organic.
- B Levels are added to keep spans of control from becoming too small.
- C Jobs are more specialised.
- D Rules, procedures, and paperwork are unnecessary.

**QUESTION 5**

Which of the following is a support activity in the generic value chain?

- A Research and development
- B Operations
- C Outbound logistics
- D Procurement

**QUESTION 6**

Which of the following is a primary activity in the generic value chain?

- A Firm infrastructure
- B Human resource management
- C Technology development
- D Service

**QUESTION 7**

A small office with one physician, one nurse, and one bookkeeper would be an example of a \_\_\_\_\_.

- A job shop
- B large batch shop
- C continuous process shop
- D mass customisation shop

**QUESTION 8**

Kit is an entrepreneur who specialises in high-end photography for weddings and other formal occasions, and he has a small staff that helps with events. He keeps things very informal, but likes to have his employees involved with decision making. Kit uses \_\_\_\_\_ in his operation.

- A large batch technology
- B continuous process technology
- C small batch technology
- D mass customisation technology

**QUESTION 9**

The underlying goal of managing diversity is to \_\_\_\_\_.

- A treat all people the same
- B increase the numbers of minorities in business
- C enhance organisational cohesiveness
- D understand and value employee differences

**QUESTION 10**

Understanding and appreciating employee differences to build a more effective and profitable organisation is known as \_\_\_\_\_.

- A minority recruiting
- B managing diversity
- C ethnicity selection
- D ethnicity job analysis

**QUESTION 11**

Rosalina has recently been passed over for a promotion. This is the third time it has happened despite excellent performance reviews. Her manager assures her that she was qualified for the promotion but that “that’s just the way things go”. After this last disappointment, Rosalina discovered that no women or minority candidates have been promoted to upper management positions at the company. Rosalina appears to have \_\_\_\_\_.

- A a diversity-oriented employer
- B a lack of communication skills
- C hit the glass ceiling
- D reached her peak

**QUESTION 12**

At one time in Portland, Oregon, about one-fifth of the city’s population consisted of various ethnic minorities, but only 12% of new construction employees were minorities. The city government responded, increasing minority group members’ participation in public contracts with what type of programme?

- A Affirmative action
- B Diversity
- C Positive-effect recruitment
- D Realignment

**QUESTION 13**

Work team diversity promotes creativity and innovation because people with different backgrounds \_\_\_\_\_.

- A value creativity and innovation
- B require creative efforts to bring out their productivity
- C hold different perspectives on issues
- D are more homogeneous

**QUESTION 14**

Beth has hired a new young employee of Iranian descent. She assigned Bahman to the accounting department because it needs to improve efficiency, and Beth assumed that the new employee could provide the needed energy. Unfortunately, the workers seem to resent Bahman's presence and have excluded him from the work group. Bahman's work is more difficult since he is not given the inside information needed to do it expediently. Which challenge of a diversified workforce is occurring in this scenario?

- A Gender issues
- B Language barrier
- C Lower cohesiveness
- D Communication overload

**QUESTION 15**

The assumption that there is "only one way" and that no other way of living should be recognised illustrates which diversity assumption?

- A Homogeneity
- B Similarity
- C Parochialism
- D Ethnocentrism

**QUESTION 16**

The NBA currently has the highest percentage of minority vice-presidents and league office managers in the history of men's sports. NBA spokesperson Brian McIntyre reports that this is business as usual for the organisation. He says NBA commissioner David Stern "has long felt that a diverse workplace is the only workplace". This best illustrates which of the following components of an organisation's diversity plan?

- A Secure top management's leadership and commitment
- B Assess the organisation's progress toward goals
- C Attract employees
- D Train employees in diversity

**QUESTION 17**

Which of the following most likely demonstrates top management support and commitment to managing diversity?

- A Affirmative action programmes to recruit minority members
- B Integration of corporate facilities (i.e. disabled access)
- C Establishment of support groups
- D Linking management compensation to diversity efforts

**QUESTION 18**

The human resources director at Clear Eyes was instructed to provide data on the number of minorities working there, their positions within the company, and the date that each was hired. It would appear that top management wants to \_\_\_\_\_.

- A gain the support of top management for diversity
- B supply diversity data to government agencies
- C conduct an organisational assessment
- D develop their minority employees

**QUESTION 19**

The technology life cycle begins with \_\_\_\_\_.

- A the bringing together of resources and entrepreneurial initiative
- B refinement and evolution of a new technology
- C recognition of a need coupled with potential to satisfy that need through science or knowledge
- D the decline in usefulness or practicality of a competing product, process, or service

**QUESTION 20**

Metro Tax prepares individual tax returns and was among the first to utilise the IRS system that enabled the returns to be transmitted electronically rather than through the mail. Metro consulted on the project for the IRS with its developer and beta tested the product. It then provided a testimonial to support the system to others. Still, other tax preparation firms were hesitant to use the new system until it had proven itself reliable and considered use of the system during the first year to be somewhat risky. Metro should be classified as \_\_\_\_\_.

- A an innovator
- B an early adopter
- C part of the early majority
- D part of the late majority

**QUESTION 21**

Burrell Partners is a consulting group, specialising in helping its clients develop efficient procedures in manufacturing and logistics based on technological advances. Burrell helps its clients achieve competitive advantage by developing \_\_\_\_\_ strategies for them.

- A innovation
- B differentiation
- C low-cost
- D adoption

**QUESTION 22**

Which of the following is a way that teams can contribute to an organisation?

- A Elimination of conflict
- B Relaxation of safety rules
- C Friendships among members
- D Productivity gains

**QUESTION 23**

The formal structure of an organisation is put in place to \_\_\_\_\_.

- A control people, decisions, and actions
- B develop a process for investing returns
- C increase rates of promotion
- D allow for intrapreneurship

**QUESTION 24**

Managers who want to strengthen their firms' competitiveness via core competencies need to focus on which of the following issues?

- A Assigning specific tasks to specific workers
- B Purchasing more capital assets
- C Writing a strategic plan
- D Extending capabilities to find new applications and opportunities

**QUESTION 25**

Slim Centre Counselling and Apex Software recently joined forces to produce a meal planning program for use on home computers. The two organisations are working together on the project since neither one could have developed it with only their own resources. Both will own the resulting program. This effort is an example of a \_\_\_\_\_.

- A network organisation
- B strategic alliance
- C cluster organisation
- D classical conglomerate

**QUESTION 26**

Exporting, licensing, franchising, joint ventures, and wholly owned subsidiaries are all methods of \_\_\_\_\_.

- A identifying lucrative consumers on a global scale
- B operating a transnational business
- C entering overseas markets
- D optimising global profit

**QUESTION 27**

Casey worked as an engineer for Kent Solutions, a company that produced household appliances. He had many innovative ideas for the company, but most were never explored to his satisfaction. He left the corporation to pursue his own business and try his own ideas. His new business venture would be considered \_\_\_\_\_.

- A entrepreneurship
- B a spin-off
- C corporate espionage
- D a corporate skunkworks



**QUESTION 28**

The three levels of planning are \_\_\_\_\_.

- A strategic, business, and detailed
- B visionary, strategic, and detailed
- C strategic, synergistic, and operational
- D strategic, tactical, and operational

**QUESTION 29**

Who is responsible for the organisation's strategic plan?

- A Senior executives
- B Middle management
- C Frontline supervisors
- D Tactical managers

**QUESTION 30**

Tactical planning would include which of the following?

- A Profit goals
- B Design, test, and install the equipment needed to produce a new product line
- C Production runs
- D Human resource requirements

**QUESTION 31**

Recently, a fast-food restaurant chain specialising in chicken added burgers to its menu. Here the restaurant would be following which type of corporate strategy?

- A Conglomerate diversification
- B Market focus strategy
- C Concentric diversification
- D Concentration strategy

**QUESTION 32**

Percy Accessories, which specialises in shoes and handbags, recently decided to add to its business units by opening a bank downtown near its original location. This strategy is an illustration of \_\_\_\_\_.

- A vertical integration
- B concentric diversification
- C conglomerate diversification
- D concentration

**QUESTION 33**

A system of rules that governs the ordering of values is referred to as \_\_\_\_\_.

- A life cycle analysis
- B ethics
- C corporate legitimacy
- D justice

**QUESTION 34**

Beth faces a decision to either do as her co-workers do by filling out inaccurate time records or tell her manager what has been happening. This is an example of \_\_\_\_\_.

- A a moral rights debate
- B an ethical issue
- C the Caux Principles
- D an avoidance situation

**QUESTION 35**

Tyler believes in justice and opportunity for all, and he uses these principles to make decisions about right and wrong in his daily life. These principles are part of his \_\_\_\_\_.

- A moral philosophy
- B business ethics
- C yin
- D ecocentric philosophy

**QUESTION 36**

Universalism is the \_\_\_\_\_ stating that all people should uphold certain values that society needs in order to function.

- A moral philosophy
- B egoism
- C ethical system
- D the Caux Principle

**QUESTION 37**

On which two ethical ideals are the Caux Principles based?

- A Fairness and equality
- B Self-fulfilment and sharing
- C Kyosei and respect
- D Kyosei and human dignity

**QUESTION 38**

The \_\_\_\_\_ of an organisation refers to the processes by which decisions are evaluated and made on the basis of right and wrong.

Don't start with a missing word/blank

- A corporate culture
- B ethical climate
- C ethics code
- D legal responsibility

**QUESTION 39**

The \_\_\_\_\_ ethical framework encourages employees to consider whether they would like to see their decisions displayed on the front page of the newspaper. If they would not mind, then it is likely an appropriate course of action.

Don't start with a missing word/blank

- A Kohlberg
- B sunshine
- C newspaper
- D journalist

**QUESTION 40**

Which of the following are consequences of the increasing integration of the global economy?

- A World output and trade have decreased dramatically.
- B Many companies find their home markets under attack from foreign competition.
- C Companies are making foreign direct investments at home.
- D Imports are failing to penetrate deeper into the world's largest economies.

**QUESTION 41**

Outsourcing occurs when the \_\_\_\_\_ contracts with an outside provider to produce one or more of an organisation's products or services.

- A international development
- B organisation
- C offshoring
- D expatriation

**QUESTION 42**

Which of the following has resulted from the formation of the European Union?

- A The elimination of all trade barriers within Europe
- B The protection of local industry within Europe
- C The strengthening of Europe's position as an economic superpower
- D The reunification of Germany

**QUESTION 43**

Which country is described as becoming the largest producer and consumer of many of the world's goods?

- A Japan
- B Canada
- C Mexico
- D China

**QUESTION 44**

When identifying the best strategy for competing in a global marketplace, it is helpful to plot a company's position on a(n) \_\_\_\_\_.

- A leadership grid
- B force field analysis grid
- C integration-responsiveness grid
- D cost-benefit grid

**QUESTION 45**

The overseas success of Kellogg, Coca-Cola, Heinz, and Procter & Gamble is based on marketing know-how. These companies are using which model of organisational structure?

- A International model
- B Multinational model
- C Global model
- D Transnational model

**QUESTION 46**

A business having fewer than 100 employees, independently owned and operated, not dominant in its field, and not characterised by many innovative practices is a(n) \_\_\_\_\_.

- A non-profit opportunity
- B small business
- C speculative start-up
- D entrepreneurial venture

**QUESTION 47**

Which of the following is an important reason why entrepreneurs start their own firms?

- A Entrepreneurs are lone wolves and cannot work with others.
- B Entrepreneurs want the whole show to themselves.
- C Entrepreneurs seek long-term security and stability.
- D Entrepreneurs are interested in the challenge and the potential for satisfaction.

**QUESTION 48**

Success of entrepreneurial ventures is often jeopardised by the death of the founder. Which of the following is an important measure to minimise this problem?

- A Conservative use of funds
- B Adequate succession planning
- C Thorough recordkeeping
- D Decreased delegation

**QUESTION 49**

An internal analysis of strengths and weaknesses within the strategic management process assesses the organisation's \_\_\_\_\_.

- A performance levels
- B competitors
- C industry growth rate
- D product substitutions in the market

**QUESTION 50**

Both a concentration strategy and a vertical integration strategy are alternatives for a firm's \_\_\_\_\_ strategy

- A business
- B portfolio
- C function
- D corporate

**SECTION B****[100 MARKS]****QUESTION 1****[20 MARKS]**

**Read the case study below and answer the questions (1.1 and 1.2) that follow.**

**WORKING AT THINKLINK**

Minty Khalema did not have much experience working as part of a team. As a recent graduate from Wits University, her business programme had focused primarily on individual projects and accomplishments. The little experience she had in teamwork was in her organisational behaviour, marketing research and strategy formulation courses. When she was interviewed by ThinkLink, an educational software firm situated in Durban, she was not very concerned about the fact that ThinkLink made extensive use of cross-functional teams. During her on-site interview, she told interviewers and managers that she had limited experience with teams. But she worked well with people and thought she could be an effective team player. Unfortunately, Minty was mistaken.

Minty joined ThinkLink as an assistant marketing manager for the company's high school core programmes. These are software programs designed to help students learn algebra and geometry. Minty's boss is Lynn Esterhuizen (marketing manager). Other members of the team she is currently working with include Todd Skosana (senior programmer), Laura Molefi (advertising), Sean Mokhetsi (vice-president for strategic marketing), Joyce Rothman (co-founder of ThinkLink, who now only works part time in the company, formerly a high school maths teacher, the formal leader of this project), and Harry Peters (educational consultant).

After her first week on the job, Minty was seriously thinking about resigning. "I never imagined how difficult it would be working with people who are so opinionated and competitive. Every decision seems to be a power contest. Sean, Joyce and Harry are particularly troublesome. Sean thinks his rank entitles him to have the last word. Joyce thinks her opinions should carry more weight because she was instrumental in creating the company. And Harry views everyone as less knowledgeable than he is. Because he consults with a number of software firms and school districts, Harry's a "Know-it-all". To make things worse, Lynn is passive and quiet. She rarely speaks up in meetings and appears to avoid any conflicts".

"What really makes my job difficult", Minty went on, "is that I don't have any specific job responsibilities. It seems that someone else is always interfering in what I'm doing or telling me how to do it. Our team has seven members – six chiefs and me".

The project team of which Minty is a member has a deadline to meet in six weeks. Currently the team is at least two weeks behind schedule. Everyone is aware that there is a problem but no one seems to be able to solve it. It is especially frustrating to Minty that neither Lynn nor Joyce Rothman is showing any leadership. Lynn is preoccupied with a number of other projects, and Joyce can't seem to control Sean and Harry's strong personalities.

**QUESTION 1.1**

From the case study, it is obvious that team building does not progress smoothly. Discuss the five types of teams or groups that can be found in organisations and relate these to the types of teams or groups in the case.

(10)

**QUESTION 1.2**

Define the term cohesiveness and discuss what Minty can do to build cohesiveness and high performance norms.

(10)

**QUESTION 2****[14 MARKS]**

Discuss the seven options that are available when contemplating a make-or-buy decision to develop the technology or acquire it from the outside.

**QUESTION 3****[16 MARKS]**

Read the scenario below and answer the questions that follow:

**Plan's Task Team**

Plan, a quality manager at Rafang Consulting Solutions (Pty) Ltd, is appointed as leader of a task team to investigate the reason for all the complaints from staff towards the consulting department. Members from various departments, such as finance, human resources, marketing and consulting, were assigned to this task team. It is important to Plan that all his team members work together as an effective team. However, a team does not develop overnight. He realises that a group becomes a true team by performing certain basic activities.

Using the facts from the scenario above. Debate the process that a group goes through to become a team and what Plan, a quality manager at Rafang Consulting Solutions (Pty) Ltd, will have to look out for in each phase of team forming.

**QUESTION 4****[10 MARKS]**

Discuss the five key factors that managers need to consider after analysing the current technology position in order to develop and exploit emerging technological innovations for the future.



**QUESTION 5****[15 MARKS]**

Many years after Max Weber wrote about the concept of bureaucracy, two British management scholars (Burns and Stalker) described what they called the mechanistic organisation. The common mechanistic structure they described was similar to Weber's bureaucracy, but they went on to suggest that in the modern corporation, the mechanistic structure is not the only option. Explain and give seven descriptions of the organic structure.

**QUESTION 6****[15 MARKS]**

Strategic management is a process that involves managers from all parts of the organisation in the formulation and implementation of strategic goals and strategies. Critically reflect on the steps in the strategic management process.

**QUESTION 7****[10 MARKS]**

Define the term business accelerator and discuss eight common management challenges that entrepreneurs face in their quest to make their business a success.

**END OF ASSESSMENT**