



FACULTY/COLLEGE	College of Business and Economics
SCHOOL	Johannesburg Business School
DEPARTMENT	Business Management
CAMPUS	APB
MODULE NAME	Business Management 3A. CEP Programmes
MODULE CODE	ADBM03A
SEMESTER	First
ASSESSMENT OPPORTUNITY	Final Assessment – New Format
MONTH AND YEAR	June 2020

ASSESSMENT DATE	9 June 2020	SESSION	
ASSESSOR	Mr J Venter		
MODERATOR	Ms L Louw (Unisa)		
DURATION	3 Hours	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	24
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INFORMATION/INSTRUCTIONS:

- This is an open-book assessment.
- Read the questions carefully and answer only what is asked.
- Answer all the questions on Blackboard.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

TOTAL MARKS**[100 MARKS]****QUESTION 1**

Managers who choose the "right" organisational goals and who have the skills to use the organisation's resources _____ are known as effective managers.

- A efficiently
- B effectively
- C strategically
- D conceptually

QUESTION 2

Which one of the following distinguishes a managerial position from a non-managerial position?

- A Leadership
- B Internal motivation
- C Coordinating work activities
- D Understanding business

QUESTION 3

Which one of the following is called the ability to analyse and diagnose a problem situation in distinguishing between cause and effect?

- A Human skill
- B Conceptual skill
- C Negotiating skill
- D Technical skill

QUESTION 4

In conveying information to outsiders about the organisation's plans, the manager is fulfilling which one the following roles?

- A Figurehead
- B Liaison
- C Disseminator
- D Spokesperson

QUESTION 5

The ability to communicate and delegate depends on the _____ skills of the manager.

- A technical
- B communication
- C conceptual
- D interpersonal

QUESTION 6

Human resources can be regarded as which one of the following?

- A Management level
- B Management task
- C Business function
- D Business task

QUESTION 7

The higher the management level, the more the manager performs the role of _____.

- A negotiator
- B leader
- C entrepreneur
- D resource allocator

QUESTION 8

Which one of the following is an additional management function?

- A Planning
- B Financial management
- C Activating
- D Coordination

QUESTION 9

Which of the following can be considered as Mintzberg's managerial roles?

- (i) Figurehead
- (ii) Liaison
- (iii) Resource allocator
- (iv) Intrapreneur

Choose the correct answer:

- A (i), (ii), (iii) and (iv)
- B (i), (iii) and (iv)
- C (i), (ii) and (iii)
- D (iii) and (iv)

QUESTION 10

Specialised knowledge, in a specific field like accountancy, will be regarded as which one of the following skills?

- A Professional
- B Technical
- C Human
- D Conceptual

QUESTION 11

The ability to support people, to do a good job, depends on the _____ skills of the manager.

- A technical
- B interpersonal
- C leader
- D conceptual

QUESTION 12

Which one of the following proposed the use of standardised, interchangeable parts for machineries?

- A Eli Whitney
- B Gaspard Monge
- C Elton Mayo
- D Edward Deming

QUESTION 13

Which one of the following management theorists first identified the management functions of planning, organising, leading and control?

- A Max Weber
- B F.W. Taylor
- C Mary Parker Follet
- D Henri Fayol

QUESTION 14

Which of the following is among the eight principles of bureaucratic organisations?

- (i) Paperwork
- (ii) Written rules
- (iii) Hierarchy of authority
- (iv) Esprit de corps

Choose the correct answer:

- A (i), (ii), (iii) and (iv)
- B (i), (iii) and (iv)
- C (i), (ii) and (iii)
- D (iii) and (iv)

QUESTION 15

Which of the following can be regarded as important contributions to management that Gantt made?

- (i) Advocating the training and development of workers.
- (ii) Developing the Gantt chart.
- (iii) Establishing quota systems.
- (iv) Rewarding supervisors with bonuses.

Choose the correct answer:

- A (i), (ii), (iii) and (iv)
- B (i), (iii) and (iv)
- C (i), (ii) and (iii)
- D (iii) and (iv)

QUESTION 16

The bureaucratic approach to management was formulated by which one of the following?

- A Henri Fayol
- B Max Weber
- C F.W. Taylor
- D Henry Gantt

QUESTION 17

How did the industrial revolution change organisations and jobs?

- A It improved trade by barter
- B It made people form trade guilds
- C It brought about small, close-knit, and self-organised work groups
- D It brought about the establishment of factories that housed unskilled workers who operated sophisticated machines

QUESTION 18

Frederick Taylor is renowned for which one of the following?

- A Developing the fourteen principles of management.
- B Formulating scientific management.
- C Developing time and motion studies.
- D Creating structures in organisation.

QUESTION 19

Frank and Lillian Gilbreth pioneered industrial management techniques using which one of the following?

- A Gantt charts
- B Project management
- C Time and motion studies
- D Group and social interactions

QUESTION 20

The main focus of the scientific management approach is to _____.

- A establish organisational structures through hierarchies and levels of authority
- B improve economic efficiency and labour productivity
- C create efficiency in the administration of the organisation
- D build up social and group interactions in the workplace

QUESTION 21

Which one of the following is regarded as the father of scientific management?

- A Henri Fayol
- B Max Weber
- C F.W. Taylor
- D Henry Gantt

QUESTION 22

Which of the following can be regarded as classification of management theory?

- (i) Quantitative approach
- (ii) Classical approach
- (iii) Empirical approach
- (iv) Behavioural approach

Choose the correct answer:

- A (i), (ii), (iii) and (iv)
- B (i), (ii) and (iv)
- C (i), (ii) and (iii)
- D (iii) and (iv)

QUESTION 23

A Gantt chart is a production control tool that _____.

- (i) visually represents a project schedule
- (ii) shows the start and finish dates of the different required tasks of a project
- (iii) graphically illustrates a schedule that helps to plan, coordinate, and track specific tasks in a project
- (iv) helps to arrange the order in which tasks needs to be completed

Choose the correct answer:

- A (i), (ii), (iii) and (iv)
- B (i), (iii) and (iv)
- C (i), (ii) and (iii)
- D (iii) and (iv)

QUESTION 24

Henri Fayol is famous for which of the following?

- (i) Developing scientific management
- (ii) Establishing quota systems and bonuses
- (iii) Developing the fourteen principles of management
- (iv) Developing administrative management

Choose the correct answer:

- A (i), (ii), (iii) and (iv)
- B (i), (iii) and (iv)
- C (i), (ii) and (iii)
- D (iii) and (iv)

QUESTION 25

Which one of the following can be classified as an organisation's expertise, superior service and knowledge?

- A Strength
- B Threat
- C Weakness
- D Opportunity

QUESTION 26

Which one of the following is being used when an organisation decides to constantly assess the key environmental factors that could affect its operations?

- A Ad hoc environmental scanning approach
- B Periodical environmental scanning approach
- C Regular environmental scanning approach
- D Continuous environmental scanning approach

QUESTION 27

Which one of the following performs certain tasks more efficiently than the organisation itself, thereby alleviating the organisations load of responsibilities?

- A Suppliers
- B Intermediaries
- C Competitors
- D Government

QUESTION 28

Fluctuating tax and interest rates directly affect which one of the following business functions within an organisation?

- A Human Resource function
- B Administrative function
- C Public Relations function
- D Financial function

QUESTION 29

Which one of the following is an example of the consumer protection act?

- A Trade cycles – Economic environment
- B Development level of the market – Socio-cultural environment
- C Statutory provisions – Political environment
- D Trade unions – Political environment

QUESTION 30

Which one of the following include stakeholders within the task/market environment?

- A Customers, employees and suppliers
- B Customers, suppliers and financial institutions
- C Suppliers, media and shareholders

QUESTION 31

Which one of the following include the characteristics of the business environment?

- A Uncertainty, interrelatedness and stability
- B Interrelatedness, simplicity and certainty
- C Unpredictability, uncertainty and instability
- D Certainty, interrelatedness and stability

QUESTION 32

Which one of the following types of competition is prevalent between Nike and Adidas?

- A Brand competition
- B Product competition
- C Need competition
- D Generic competition

QUESTION 33

Which one of the following is the link between the business and the macro-environment?

- A Micro-environment
- B Macro-environment
- C Market environment

QUESTION 34

Samsung decides to simplify their product packaging, by minimising all plastic material and, instead, using recyclable cardboard to protect and transport their products. Which one of the following macro-environmental variables triggered this strategy?

- A Physical/Natural
- B Economic
- C Socio-cultural
- D Technological

QUESTION 35

The market environment comprises of different market types. Jumbo Cash and Carry can be classified as a(n) _____.

- A Consumer Market
- B Industrial Market
- C Resale Market
- D Institutional Market

QUESTION 36

Which of the following can be considered as an organisation's tangible resources?

- (i) Capital
- (ii) Raw materials
- (iii) Property
- (iv) Patents

Choose the correct answer:

- A (i), (ii), (iii) and (iv)
- B (i), (iii) and (iv)
- C (i), (ii) and (iii)
- D (iii) and (iv)

QUESTION 37

Determine which of the four forces of ethical conduct influenced the following unethical behaviour:

- Taking credit for work done by someone else, calling in sick in order to go to the beach, sabotaging the work of another person and, in sales, misrepresenting the product or service to get the sale.
- A Individual perspective
B Societal norms and culture
C Laws and regulations
D Organisational practices and culture

QUESTION 38

Which one of the following managerial guidelines to manage ethics is the manager following in the next scenario?

- Take advantage of weekly staff meetings to reinforce the importance of ethics.
- A Understand the existing ethical culture of the organisation and society
B Communicate the ethical standards to all role-players
C Use the reward system to enhance ethical behaviour
D Promote ethical leadership throughout the organisation

QUESTION 39

Determine which one of the forces of ethical conduct influenced the following unethical behaviour.

- A sales manager calls his sales representative into his office and threatens to fire him unless he sells 50 large toasters.
 - The sales representative knows that the large toasters are inferior products and have been selling the small toasters instead
 - To keep his job, he must violate his conscience and recommend that his customers buy the large toasters
- A Individual perspective
B Societal norms and culture
C Laws and regulations
D Organisational practices and culture

QUESTION 40

Which one of the four managerial guidelines to manage ethics is the manager following in the next scenario?

- Make front-line managers responsible for encouraging ethical conduct during day-to-day activities.
- A Understand the existing ethical culture of the organisation and society.
- B Communicate the ethical standards to all role-players.
- C Use the reward system to enhance ethical behaviour.
- D Promote ethical leadership throughout the organisation.

QUESTION 41

Organisation XYZ has nearly 1 000 employees who are just months away from retirement. Due to the costs involved, Organisation XYZ's managers have decided to pay full benefits ONLY after employees have put in thirty years of work. Identify which one of the following type of approaches to ethical decision making is organisation XYZ following?

- A Long-term self-interest
- B Personal virtue
- C Religious injunction
- D Utilitarian benefits

QUESTION 42

Which one of the four managerial guidelines to manage ethics is the manager following in the next scenario?

- Reward exemplary conduct wherever and whenever it occurs.
- A Understand the existing ethical culture of the organisation and society.
- B Communicate the ethical standards to all role-players.
- C Use the reward system to enhance ethical behaviour.
- D Promote ethical leadership throughout the organisation.

QUESTION 43

Determine which one of the forces of ethical conduct influenced the following unethical behaviour?

- In an article, in the *Business day* in 2012, it was reported that multinational companies involved in bribery in Africa will be blacklisted from future projects administered by the World Bank. Nigeria is perceived as one of the most corrupt in the world, according to research by institutions such as the Mo Ibrahim Foundation and Transparency International.
- A Individual perspective
B Societal norms and culture
C Laws and regulations
D Organisational practices and culture

QUESTION 44

_____ is behaviour that matches society's accepted principles of right and wrong.

- A Corporate Social Responsibility
B Culture
C Code of Conduct
D Ethical Behaviour

QUESTION 45

Which one of the following criteria is used to evaluate corporate social responsibility (CSR)?

- A Economic, legal, ethical and discretionary
B Political, legal and economic
C Legal and ethical
D Triple bottom line

QUESTION 46

Which of the following approaches to ethical decision making does the following statement refer to?

- A decision should be in line with the rights of the society as set out in the South African Constitution.
- A Long-term self-interest
B Moral rights
C Personal virtue
D Religious injunction

QUESTION 47

A policy can be described as _____.

- A a general guideline
B a specific action to perform
C a precise series of steps to follow
D a guideline for a unique situation

QUESTION 48

A rule can be described as _____.

- A a general guideline
B a specific action to perform
C a precise series of steps to follow
D a guideline for a unique situation
E the actual "doing" part

QUESTION 49

Effective and efficient planning, specifically in a dynamic environment, means developing plans that are specific and _____.

- A significant
B economical
C legal
D flexible

QUESTION 50

Tactical plans are _____.

- (i) designed by middle managers and describe the day-to-day activities
- (ii) designed by middle managers and have a specific focus within a functional area of the business
- (iii) designed by middle managers and help to implement the strategic plan

Choose the correct answer:

- A (i) and (iii)
- B (ii) and (iii)
- C (i), (ii) and (iii)
- D (i) and (ii)

QUESTION 51

With which one of the following is planning concerned?

- A Ends
- B Means
- C The present
- D The future

QUESTION 52

Which one of the following is a dysfunctional aspect of planning?

- A Plans can be developed for a dynamic environment.
- B Planning is a good replacement for intuition.
- C Formal planning can lead to a success groove that may lead to failure.
- D Planning is only focused on the immediate competition.

QUESTION 53

The first step in the planning process is to _____.

- A establish goals
- B identify the problem
- C identify why planning is necessary
- D identify the future desirable state

QUESTION 54

The SMART principle with regard to goals, refers to _____.

- A specific, measurable, actionable, realistic, time-bounded
- B specific, measurable, achievable, realistic, time-bounded
- C specific, monitoring, achievable, realistic, time-bounded
- D special, measurable, achievable, realistic, time-bounded

QUESTION 55

To develop commitment as a step in the planning process, involves which of the following?

- (i) Understanding the necessity of goals
- (ii) Allowing employees to participate in goal setting
- (iii) Identifying the necessity of planning

Choose the correct answer:

- A (i) and (iii)
- B (ii) and (iii)
- C (i), (ii) and (iii)
- D (i) and (ii)

QUESTION 56

A procedure can be regarded as a(n) _____ plan.

- A single-use
- B standing
- C tactical
- D operational

QUESTION 57

A _____ manager of Bernard's bakery needs to make a(n) _____ decision about whether to remain in the cafe business. Long-term forecasts of the business's turnover set against likely market conditions will help to determine if the cafe business should be closed.

- A top; strategic
- B middle; tactical
- C first-line; operational
- D top; tactical

Read the scenario and then answer Questions 58 to 60**Decision making**

Johan has noticed that the people within his organisation make decisions in very different ways. Ronel is rational and has a low tolerance for ambiguity. She is efficient and generally makes decisions that are applicable to the short term. Wian tends to be very broad in his outlook and considers many alternatives before making a decision. He generally focuses on the long term. Elzanne thinks intuitively and works well with others. She is open to suggestions and concerned about her co-workers. Johan himself wants to have complete information before making a decision and always carefully considers many alternatives.

QUESTION 58

Johan's decision-making style can be characterised as _____.

- A analytical
- B directive
- C conceptual
- D behavioural

QUESTION 59

The directive style of decision-making is used by _____.

- A Johan
- B Ronel
- C Elzanne
- D Wian

QUESTION 60

The conceptual style of decision making is used by _____.

- A Johan
- B Ronel
- C Elzanne
- D Wian

QUESTION 61

When the outcome of a management decision is uncertain, the decision involves which one of the following?

- A Bounded rationality
- B Uncertain outcomes
- C Risk
- D Fewer feasible solutions

QUESTION 62

In general, the greater the risk in making a decision, the greater the _____.

- A outcomes
- B information available
- C rewards
- D uncertainty

QUESTION 63

Thabo Pitse made a decision when he was uncertain of the outcome. The decision he made is likely to be _____.

- A of poor quality
- B risky
- C unacceptable
- D successful

QUESTION 64

If decisions are made in response to a combination of moderately unusual and only fairly uncommon problems, the condition under which it is made is _____ and the type of decision is a(n) _____ decision.

- A uncertainty; adaptive
- B risk; innovative
- C risk; adaptive
- D ambiguity; innovative

QUESTION 65

A manager is researching a potential product and thinks that the market is growing, and, as part of the manager's research, he/she finds information that supports this belief. Which one of the following types of biases may have influenced the manager's decision?

- A Confirmation bias
- B Availability bias
- C Representation bias
- D Self-serving bias
- E Overconfident

QUESTION 66

Karen Wentzel uses a decision-making style characterised by low tolerance for ambiguity and a rational way of thinking. They generally turn out to be fast decisions of a short run nature. Which one of the following styles does Karen use?

- A Analytic
- B Conceptual
- C Directive
- D Behavioural

QUESTION 67

When decision makers construct simplified models that extract the essential features from a problem without capturing all the complexities of a problem, they are acting under which of the following?

- A Bounded rationality
- B Unbounded rationality
- C Uncertainty
- D Heuristics

QUESTION 68

In the decision-making process known as bounded rationality _____.

- A The final choice maximises economic payoff
- B The final choice minimises economic payoff
- C The first choice that is "good enough" is chosen
- D All "good enough" choices are selected

QUESTION 69

Gerhard van Vuuren tends to always look at the broad picture and likes to look at many alternatives. He focuses on the long term and looks for creative solutions. Which one of the following decision-making styles does he prefer?

- A Analytic
- B Conceptual
- C Directive
- D Behavioural

QUESTION 70

Bernard, the manager of Bernard's Bakery, is concerned. He is trying, like all bakeries, to stay ahead of the competition by being the first to offer the new products and services available. His business offers birthday party packages and baking classes in the evenings; however, he must also advertise the classes and the content, which means going to the publisher with that information six weeks before a class starts. What should his next series of classes offer? Bernard is operating under which one of the following conditions?

- A Uncertainty
- B Certainty
- C Risk
- D Ambiguity decision-making

QUESTION 71

If the manager has access to good information and the alternative solutions to the problem are known, but the outcome of each alternative is not clear, due to external influences, the condition under which a decision is made is _____ and the type of decision is a(n) _____ decision.

- A uncertainty; adaptive
- B risk; innovative
- C risk; adaptive
- D certainty; routine

QUESTION 72

Tesco developed its online ordering and delivery service as internet shopping expanded. This is a _____ decision, made by _____ management.

- A strategic; top
- B tactical; middle
- C operational; first-line
- D tactical; top

QUESTION 73

The following _____ decision, are made by the _____ level management of Bernard's Bakery: The decision whether to open earlier in the morning or on Saturdays to attract new customers. Managers would want research data on potential customer numbers to help them decide if opening hours should be extended.

- A strategic; top
- B tactical; middle
- C operational; first-line
- D operational; middle

QUESTION 74

When the decision-making condition changes from certainty to risk, the type of decision a manager must make changes from _____ to _____.

- A adaptive; innovative
- B routine; innovative
- C routine; adaptive.
- D adaptive; routine

QUESTION 75

If the problem and alternative solutions are known and well defined, the condition under which it is made is _____ and the type of decision is a(n) _____ decision.

- A uncertainty; adaptive
- B risk; innovative
- C risk; adaptive
- D certainty; routine

QUESTION 76

Which one of the following can be classified as a decision-making style?

- (i) Analytic
- (ii) Conceptual
- (iii) Directive

Choose the correct answer:

- A (i) and (iii)
- B (ii) and (iii)
- C (i), (ii) and (iii)
- D (i) and (ii)

QUESTION 77

Which one of the following is the final step in the decision-making process?

- A Implementing the decision
- B Compare the actual and planned outcomes, objectives or goals
- C Search, evaluate and select the best course of action
- D Respond to divergences from the desired outcomes

QUESTION 78

According to the concept of bounded rationality, decision makers are limited by which of the following?

- (i) Complexity of the environment and the decision
- (ii) External environment
- (iii) Limited time
- (iv) Lack of resources and information

Choose the correct answer:

- A (i), (ii), (iii) and (iv)
- B (i), (iii) and (iv)
- C (i), (ii) and (iii)
- D (iii) and (iv)

QUESTION 79

Virgin sold off its music stores as downloading music became more popular. This is a(n) _____ decision, made by _____ management.

- A strategic; top
- B tactical; middle
- C operational; first-line
- D strategic; the CEO

QUESTION 80

A(n) _____ decision made by the _____ manager for Bernard's Bakery would be whether to order more coffee for next week. Stock and sales data will show when it needs to order more supplies.

- A strategic; top
- B tactical; middle
- C operational; first-line
- D tactical; first-line

END OF ASSESSMENT