FACULTY/COLLEGE	College of Business and Economics
SCHOOL	School of Management
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CAMPUS	APB, DFC & SWC
MODULE NAME	Business Management 1A
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SEMESTER	Second
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	Final Summative Assessment 5 November 2020

ASSESSMENT DATE	5 November 2020	SESSION	
ASSESSORS	Mr T Mlilo, Mr D Masakale, Mr R Roberts, & Mr J Venter		
MODERATOR	Mr S Nchabeleng		
DURATION	2 Hours	TOTAL MARKS	100

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	20

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:
    - o Answer **Section A** at the back of the answer booklet. Indicate the correct answer with a circle.
    - o 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　　　　　　　　　　　　　　　　　　　　　　　　**[60 MARKS]**

QUESTION 1

Which one of the following statements refers to "values" in an organisation?

A　　　Are standards or qualities considered worthwhile or desirable by the person or group holding them.
B　　　Refer to someone's background, traditions and morals.
C　　　Can generally be described as a sense of hopeful optimism and a belief that you have control over the events in your life.
D　　　All of the above.

QUESTION 2

Mr J Venter is a principal at a local high school. He is known for his loud voice, as he shouts at students in the hallways. The teachers at the school call him a control freak and micromanager. Which of the critical skills does Mr J Venter need to develop to improve his relationships with his colleagues and students?

A　　　Intrapersonal conceptual skills
B　　　Interpersonal human skills
C　　　Interpersonal technical skills
D　　　Intrapersonal cognitive skills

QUESTION 3

Which of the following factors may cause companies to lose their competitive advantage?

A　　　Innovation, globalisation and diversity
B　　　Technology, divisional managers and ethics
C　　　Setting personal goals, considering ethics and maintaining a good work/life balance
D　　　Social responsibility, self-management and quality management

QUESTION 4

The TQM approach addresses the challenge of _____.

A　　　managing the perception of company policies and practices
B　　　creating a strategic management plan that can be implemented coherently by the workforce
C　　　maintaining a technological advantage over the competition
D　　　developing a culture of quality throughout an organisation

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QUESTION 5

Which one of the following statements explains the managerial role of interpersonal liaison within the government organisation?

A   Representing the organisation at a board meeting
B   Coordinating the work of different managers in different departments who form part of the task team focusing on service delivery issues
C   Talking about the organisation's programmes at a fundraising event
D   Participating in a radio or television interview to communicate information about the organisation

QUESTION 6

Which one of the following is the role of a disturbance handler within a corporate/small business?

A   Holding community meetings with stakeholders when there has been a misunderstanding about the organisation's activities.
B   Holding press conferences to inform the public about a government decision if the public is unhappy.
C   Mediating conflict that may arise during salary negotiations with members of the organisation.
D   Allocating resources based on the organisation's strategic plan and budget.

QUESTION 7

The management role of a resource allocator within a non-profit organisation is to _____.

A   meet with potential donors to fund the organisation's programmes
B   meet with suppliers to discuss possible pricing discounts on major raw materials that are important to make/supply the organisation's product/service
C   meet with other countries/funding agencies to discuss ways to exploit trade and investment opportunities
D   work with the fundraising manager to decide how to allocate resources

QUESTION 8

_____ implies that managers are able to feel something in the same way as their subordinates feel it, i.e. they have the ability to understand the emotions and feelings of others.

A   Self-awareness
B   Empathy
C   Motivation
D   Self-regulation

QUESTION 9

Which one of the following statements explains the monitor managerial role in a corporate/small business?

A   Visiting communities to see how and which services are being delivered.
B   Maintaining personal contact with key people.
C   Reading the newspaper or subscribing to an online magazine focusing on the industry the organisation operates in.
D   Recognising outstanding performance by employees either informally or by developing a formal system that could be linked to monetary or non-monetary value.

QUESTION 10

_____ refers to a person being able to do something or being suitably qualified to perform a certain task.

A   Competency
B   Competent
C   Responsibility
D   Contingency

QUESTION 11

Which one of the following should be delegated along with responsibility in an organisation?

A   Discipline
B   Division of work
C   Authority
D   Power

QUESTION 12

The Hawthorne studies opened a debate about the _____ of an organisation.

A   human aspects
B   scientific aspects
C   principles
D   competency

_____

QUESTION 13

_____ happens when employee loyalty and continuing service are encouraged by management.

A   Division of work
B   Stability and tenure
C   Subordination of individual interest to the general interest
D   Centralisation

QUESTION 14

Which of the following are examples of principles of Taylor's approach to management?

(i)   Scientifically study each part of a task and find the best method of performing it.
(ii)   Choose employees carefully and train them to perform a task using the scientifically developed method.
(iii)   Watch and work with employees to ensure that they use the proper methods.
(iv)   Delegate work and responsibility.
(v)   The possibility of promotion.

Choose the correct answer:

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

QUESTION 15

_____ needs are met through skills development, the opportunity to be creative, achievements and employees' ability to have control over their jobs.

A   Physiological
B   Social
C   Self-actualisation
D   Safety

_____

_____

QUESTION 16

Which of the following characteristics are involved in the process of entrepreneurial management thinking?

(i)   Constantly reviewing the organisation's vision and mission
(ii)   Changing organisational structures if necessary
(iii)   Tolerating risk
(iv)   Allowing for failure
(v)   Encouraging employees to share their knowledge

Choose the correct answer:

A   (i) and (iii)
B   (ii) and (iv)
C   (i), (iii) and (v)
D   All of the above

QUESTION 17

Identify a benefit of a quantitative management approach.

A   This approach is flexible, which means the approach to management can change according to the needs of a particular situation.
B   Managers will be able to monitor the various production processes because they can access the information more easily when it is computerised.
C   Organisations may save time because there is constant interaction and information sharing between employees in an organisation.
D   Employees believe there is one best method of doing a task and therefore their personal performances may be improved by practising that best method.

QUESTION 18

Which one of the following is a disadvantage of entrepreneurial management thinking?

A   It has rigid and centralised decision-making structures.
B   It allows managers to focus on meeting the needs of customers and developing a competitive advantage.
C   Managers are able to identify any areas not creating values for their organisation.
D   Managers are able to identify those who are failing to make efficient and effective use of organisational resources.

_____

QUESTION 19

In a systems approach to management, inputs are one of the interrelated parts in an organisation. Which one of the following examples can be regarded as an 'input'?

A   Fixed cars
B   Trained customers
C   Finished film delivered to movie studio
D   Human resources

QUESTION 20

Which of the following are part of the contemporary management approach?

(i)   Learning organisation
(ii)   Quality approach
(iii) Behavioural approach
(iv) Administrative approach

Choose the correct answer:

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

QUESTION 21

Mr A Masakale's colleagues frequently argue that he is an advocate of McGregor's Theory Y leadership style. Which of the following assumptions about employees would be typical for Theory Y believers?

(i)   Employees want to be told what to do.
(ii)   Employees side-step responsibility.
(iii)   Employees desire responsibility and want to accept challenges in their work.
(iv)   Employees are actively involved in decision making.
(v)   Employees are highly creative when given the opportunity and recognition

Choose the correct answer:

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

_____

QUESTION 22

Which of the following are examples of how to manage stress?

(i)   Keep a notebook in which you can write down all the tasks ahead.
(ii)   Find a balance between your lifestyle and work activities.
(iii)   If you have personal goals, you understand the importance of values.
(iv)   If you want to be a manager in an organisation, first you need to know who you are.
(v)   When dealing with other people, it is important to learn to say 'no'.

Choose the correct answer:

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

QUESTION 23

Which one of the following is an example of a cognitive skill in interpersonal competency?

A   Self-management skills
B   Time management skills
C   The ability to present an argument
D   Team-building skills

QUESTION 24

What is the difference between intrapersonal and interpersonal competencies?

A   Intrapersonal competencies involve human skills, while interpersonal competencies involve technical skills.
B   Interpersonal competencies relate to the competencies shown when one interacts with others; intrapersonal competencies refer to individual, personal competencies.
C   Intrapersonal competencies are subjective, while interpersonal competencies are objective.
D   Intrapersonal competencies involve cognitive skills, while intrapersonal competencies involve human skills.

_____

_____

QUESTION 25

A _____ statement is a written statement of an organisation's reason for existing.

A   vision
B   mission
C   financial
D   functional

QUESTION 26

Which one of the following is a disadvantage of a systems approach?

A   A failure in one part of the system could result in the failure of the whole system.
B   It allows managers to see how each part of the system influences other parts, which can result in organisations achieving synergy.
C   A manager would be able to assess whether any defects in a product were the result of poor inputs or ineffective transformation processes.
D   It allows managers to monitor the influence of the business environment on the system.

QUESTION 27

Which of the following are examples of Deming's 14 principles of total quality management?

(i)   Create constancy of purpose for the improvement of products and services
(ii)   Adopt the philosophy of cooperation, in which everybody gains (win-win).
(iii) Stop depending on final mass inspection to achieve quality control.
(iv)   Remove fear and build trust so that everyone can work together effectively.

Choose the correct answer:

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

_____

_____

QUESTION 28

Mr R Roberts is a manager who relies strongly on mathematical and statistical measurement, as well as management information systems to support his decision making in the organisation. Which management approach will best describe Mr R Robert's approach?

A   Contingency approach
B   Qualitative approach
C   Administrative approach
D   Quantitative approach

QUESTION 29

Which one of the following principles would be part of the bureaucratic management approach?

A   Formal rules and procedures.
B   Delegate work and responsibilities.
C   Each employee should report directly to one supervisor.
D   Communications among organisational areas should follow the chain of command.

QUESTION 30

Which one of the following takes place when employees and management are encouraged to share the goal of achieving the organisation's objectives?

A   Scalar chain
B   Stability and tenure
C   Equity
D   Esprit de corps

QUESTION 31

_____ needs refer to the need to be respected and appreciated by others, for example, achievement, mastery, independence, status, dominance, prestige, self-respect and respect from others.

A   Security
B   Self-actualisation
C   Esteem
D   Physiological

_____

QUESTION 32

The term _____ applies to all resources taken from nature and includes all resources found in the earth, sea and air.

A   labour
B   natural resource
C   capital
D   entrepreneurship

QUESTION 33

The _____ system refers to an economic system in which prices and earnings are determined by unrestricted competition between businesses, without government regulation or fear of monopolies.

A   traditional
B   market
C   command
D   mixed-market

QUESTION 34

Which one of the following is an advantage of a mixed system?

A   There are many economic fluctuations that make the business environment unstable.
B   There are unproductive government-owned industries because of limited individual freedom.
C   People have freedom of choice, which promotes private initiative.
D   There are good employment opportunities as the government focuses on limiting economic fluctuations.

QUESTION 35

Zanele just got engaged to Ngcobo. Her beautiful diamond ring had to go through quite a number of processes and sectors before it ended up on her finger. What was the first stage that her diamond ring had to go through before it became a final product?

A   Quaternary sector
B   Primary sector
C   Secondary sector
D   Tertiary sector

_____

QUESTION 36

State owned companies are organisations that concentrate on providing products and services of _____, economic and political importance to the country.

A   relatively cheap
B   systematic
C   structural
D   strategic

QUESTION 37

Which of the following are examples of non-profit-organisations (NGOs)?

(i)   Lifeline
(ii)   World Health Organisation
(iii) Gift of the Givers
(iv)   Sparrow Aids Village
(v)   Sassa

Choose the correct answer:

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

QUESTION 38

A healthy economy presents _____ to produce _____ and _____ in all three of the sectors.

A   threats; skilled workforce; profits
B   opportunities; products; services
C   strategies; services; supplies
D   opportunities; subsidies; economic fluctuations

QUESTION 39

_____ is the process in which objectives are decided upon, and the plans on how to reach the objectives are formulated.

A   Planning
B   Organising
C   Leading
D   Controlling

_____

QUESTION 40

_____ are the competencies of an organisation in which they excel and which it should exploit.

A   Strengths
B   Weaknesses
C   Opportunities
D   Threats

QUESTION 41

Which one of the following is an example of a weakness within an organisation?

A   Excellent empowerment schemes
B   Financially stable
C   High staff turnover and high capital investment
D   Skilled workforce

QUESTION 42

_____ includes the values and beliefs that collectively form the identity of an organisation.

A   Ethics
B   Culture
C   Diversity
D   Strategy

QUESTION 43

_____ is/are individuals and groups that provide the input resources (for example, raw materials, human resources and component parts) required for the production of goods and services.

A   Labour force
B   Customers
C   Competitors
D   Suppliers

_____

QUESTION 44

_____ means that you are able to set your own goals and work towards realising these goals.

A   Contributing to the society
B   Doing what you enjoy
C   Being your own boss
D   Maximising your full potential

QUESTION 45

Which one of the following is an example of a question used to evaluate the business idea's feasibility?

A   Do I understand the market for this type of product or service?
B   Can I put a team together that includes all the expertise I will need?
C   Will the idea be of value to the customer?
D   Will the idea solve a problem or satisfy a need in the market?

QUESTION 46

Which of the reasons below describe why management is important in an organisation?

(i)   They ensure that organisations use their resources efficiently and effectively.
(ii)   The management tasks of planning, organising, leading and control help organisations reduce costs, deliver quality products and services to customers and remain competitive.
(iii)   They increase the duplication of tasks and activities in achieving organisational goals.
(iv)   Management nurtures good working relationships between managers and employees that can boost the morale of employees.
(v)   Management is important for developing organisations that are not responsive to changes in the business environment.

Choose the correct answer:

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

_____

_____

QUESTION 47

_____ refers to the behaviour that an individual must adopt to see the desired change in their life and at the workplace.

A   Self-management
B   Self-motivation
C   Self-control
D   Self-determination

QUESTION 48

Managers can create learning organisations by ensuring that there is a shared vision that is understood and committed to by all in the organisation and by creating a _____.

A   scalar chain
B   stability and tenure
C   participatory culture
D   remuneration

QUESTION 49

When managers give employees more duties and responsibilities, this is called job _____.

A   satisfaction
B   scope
C   enlargement
D   expansion

QUESTION 50

Which one of the following is a disadvantage of a line organisational structure?

A   Managers can easily be overloaded at each level of the business when it expands, since several aspects need to be managed independently.
B   Problem of conflict between line and staff authorities if they differ on issues pertaining to the department's functioning.
C   High cost structure, since there are more administration costs.
D   Staff experts can feel ineffective, since their role is limited to providing advice and suggestions to line authorities.

_____

QUESTION 51

Which one of the following is a disadvantage of a line organisational structure?

A   Managers can easily be overloaded at each level of the business when it expands, since several aspects need to be managed independently.

B   Problem of conflict between line and staff authorities if they differ on issues pertaining to the department's functioning.

C   High cost structure, since there are more administration costs.

D   Staff experts can feel ineffective, since their role is limited to providing advice and suggestions to line authorities.

QUESTION 52

Which one of the following is an advantage of the line and staff organisational structure?

A   There is good control and direction from top to bottom.

B   Greater flexibility. The authority and responsibilities of managers can be modified according to requirements.

C   It is the simplest form of organising and employees are fully aware of the boundaries of their jobs.

D   Responsibilities are fixed and defined. Every employee knows who to answer to and who is accountable for decisions.

QUESTION 53

Managers are responsible for helping employees perform effectively at work, but this responsibility cannot be fulfilled until managers understand what _____ both themselves and their employees.

A   dissatisfies
B   defines
C   motivates
D   describes

QUESTION 54

The main difference between Herzberg's motivational theory and Maslow's theory is where Maslow focuses on the needs energised within the _____, Herzberg focuses on motivation within the _____.

A   organisation; group
B   managers; leaders
C   leaders; followers
D   Individuals; workplace

_____

QUESTION 55

Which of the following are examples of hygiene factors as suggested by Herzberg?

(i)   Advancement
(ii)   Working conditions
(iii)   Status and security
(iv)   The work itself
(v)   Supervision

Choose the correct answer:

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

QUESTION 56

Which of the following are examples of motivational factors as suggested by Herzberg?

(i)   Responsibility
(ii)   Opportunity for recognition
(iii)   Interpersonal relations
(iv)   Opportunity to achieve
(v)   Opportunity for personal growth

Choose the correct answer:

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

QUESTION 57

Managers need to know if their employees share the same _____ in the workplace, since they are more likely to commit themselves to achieving the same goals if they share the same values.

A   job characteristics
B   work environment
C   values
D   reward systems

_____

_____

QUESTION 58

The foundation of leadership is _____, and it represents the resources with which leaders effect the changes in the behaviour of their employees.

A   power
B   authority
C   responsibility
D   stewardship

QUESTION 59

Which one of the following principles describes the contingency, situational and participative theories?

A   Factors unique to each situation determine whether specific leader characteristics and behaviours will be effective.
B   Leaders from high-quality relationships with some subordinates, but not others. The quality of the leader-subordinates relationship affects numerous workplace outcomes.
C   Individual characteristics of leaders are different from those of non-leaders.
D   Leadership reflects a philosophy that a leader serves others rather than others serving the leader.

QUESTION 60

Which one of the following principles explains the authentic leadership?

A   These are leaders who inspire subordinates to be high achievers and put the long-term interests of the organisation ahead of their own short-term interests.
B   Effective leaders inspire subordinates to commit themselves to goals by communicating a vision, displaying charismatic behaviour and setting a powerful personal example.
C   To be successful in leading people and companies, leaders need to be vulnerable, honest, and trustworthy, while not trying to imitate others.
D   The behaviours of effective leaders are different from the behaviours of ineffective leaders. Two major classes of leader behaviour are task-oriented behaviour and relationship-oriented behaviour.

_____

_____

SECTION B   **[40 MARKS]**

Read the scenario below and answer questions that follow:

Zola's Online Retail Platform
In 1991, Zola started an online retail platform, the first in her country. The platform formed an online shopping centre, a place for retailers to sell their goods, and for consumers to browse easily through different 'stores'. The concept was incredibly popular and Zola secured the funding she needed to create platforms in India, Hong Kong, New Zealand, Brazil and South Africa. Zola set up businesses in all these countries and hired specialists in the different countries to analyse consumer needs.
However, in 2000, the world economy began to decline and Zola realised she could not sustain her business in all the different countries. She decided to retrench her employees and sell some of the platforms to competitors. She kept her business in New Zealand, although she had lost a considerable amount of money, and decided to restructure it to make it more flexible.

QUESTION 1   **[21 MARKS]**

1.1. Which departmentalisation framework was Zola using? Why did this framework not work? Why would reorganisation of the departments be important?   (4)

1.2. Which two departmentalisation framework would you advise Zola to use in the future?   (4)

1.3. What type of job design would be most appropriate for employees of Zola's business?   (2)

1.4. Which factors would heavily influence Zola's organisational process?   (2)

1.5. Which organisational structure would be more appropriate for Zola's business: The line organisational structure or the project organisational structure? Motivate your answer.   (4)

1.6. Identify five (5) factors influencing the organisational process.   (5)

_____

QUESTION 2   **[14 MARKS]**

2.1   Explain how the communication process was used in the case study.   (6)

2.2.   What were the barriers to communication?   (4)

2.3.   Adam's boss decides that all managers are to adopt a transformational leadership approach. What will Adam need to do or change to implement this?   (4)

QUESTION 3   **[5 MARKS]**

List **five** important things of control in an organisation.

END OF ASSESSMENT