



ONLINE ASSESSMENT

FACULTY/COLLEGE	College of Business and Economics
SCHOOL	School of Management
DEPARTMENT	Business Management
CAMPUS	SWC
MODULE NAME	Management 2B
MODULE CODE	HMB22B2
SEMESTER	Second
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	Final Summative Assessment October 2020

ASSESSMENT DATE	29 October 2020	SESSION	1
ASSESSOR	Dr TD Mngomezulu		
MODERATOR	Mr D Rossouw/Mr AA de Beer		
DURATION		TOTAL MARKS	150

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	4
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INFORMATION/INSTRUCTIONS:

- This is an online assessment.
- Read the questions carefully and answer only what is asked.
- Answer all the questions.
- Number your answers clearly.
- 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.

Declaration of original work

Submitting this assessment serves to declare that my academic work is in line with the Plagiarism Policy of the University of Johannesburg which I am familiar with. I further declare that the work presented is authentic and original. I understand that plagiarism is a serious offence, and should I contravene the Plagiarism Policy, I may be found guilty of a serious criminal offence (perjury).

QUESTION 1**[16 MARKS]****Read the case study below and answer the question that follows.****Disney Goes to China**

Several US and European companies have sensed opportunity in the estimated 300 million Chinese people learning English – and presumably many millions more. Disney has decided to open up English school whose mission is simply to teach English who want to learn, given the chance. British publisher Pearson PLC and Sweden-based school operator English First SV have emphasised adult education, but Walt Disney Company sees a profitable niche market in teaching children.

Disney has opened a chain of Disney English schools and has drawn up plans to operate in Beijing. Managers insist that the mission of the school is simply to teach English to Chinese children, but the mission requires books and worksheets, and they just happen to be populated with Buzz Lightyear, Ariel the Mermaid, and other characters from Disney's movies. Young students can earn rewards such as stickers and CDs featuring Disney's characters and productions. Rather than being repelled by the marketing angle, Chinese parents see a chance for their children to learn from a company that is familiar and truly international.

As Disney expands into the international markets, managers who are inpatriates experience a lot of challenges as they enter the Chinese market. Disney has strategies in place to ensure that managers can cope with international assignments. Through experience and exposure to international markets, Disney is in a great market. One of the managers placed in China remarked that since the assignment was clear why he was placed in China, it became very easy to perform. Another was impressed by clear job objectives.

Disney also ensured that all managers placed into the Chinese markets have a balanced scorecard which they can use to measure their performance to ensure that the goals of the company as well as expectations are aligned.

Another manager was very happy that with Skype which the company ensured that each expatriate assigned to international assignment had on their computers and operating, enabled her to communicate with her family on a regular basis. On top of this, she was also appointed a mentor to ensure that she grows in her job, realise her full potential and had someone with international experience to hold her hand as she settles into China.

For Disney, the schools offer an opportunity to connect with families in an environment that is otherwise politically tricky. While the Chinese government limits movie and television distribution of Disney products, Disney English can offer students all the Disney-themed worksheets, backpacks and toys they need to develop a lasting love for Mickey Mouse.

The failure rate of expatriates is estimated to be between 20% and 70%, depending on the country of assignment. Using the information in the case study, practically

discuss the coping responses managers of the Disney schools can apply for each of the eight (8) developmental stages for expatriate executives.

QUESTION 2**[14 MARKS]**

In your own words 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, discuss 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]**

Motivate 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. In your own words explain and give **seven** description of the organic structure.

QUESTION 6**[9 MARKS]**

Compare the **three** types of technology configurations. Give an example of each.

QUESTION 7**[18 MARKS]**

To become effective managers of the diverse organisation, we first have to identify and overcome a number of challenges. Motivate the **six** challenges of a diverse workforce.

QUESTION 8**[52 MARKS]**

The business plan (1) helps determine the viability of your enterprise, (2) guides you as you plan and organise, and (3) helps you obtain financing. It is read by potential investors, suppliers, customers, and others. Write an outline for a typical business plan.

END OF ASSESSMENT