

DIPLOMA IN ROAD TRANSPORT MANAGEMENT

GENERAL MANAGEMENT (GEN1RY3)

PART A – 30 MARKS

MULTIPLE-CHOICE QUESTIONS

- **MULTIPLE-CHOICE ANSWER SHEET INCLUDED ON THE LAST PAGE OF THE ASSESSMENT SCRIPT (ANSWER BOOK)**
- **ANSWER MULTIPLE-CHOICE QUESTIONS ONLY ON THE ANSWER SHEET**
- **MARK YOUR ANSWER WITH A CROSS (X) IN THE BLOCK**
- **NO MARK WILL BE GIVEN IF MORE THAN ONE ANSWER HAS BEEN CROSSED**

1. _____ is the managerial competency which allows for optimum decision making, based on Ayesha the transport manager's ability to develop conceptual understanding of her organisation's vision, mission and goals and aligning her department's performance with the larger organisation's intent.

A. Communication
B. Strategic action
C. Planning & administration
D. Self-management

2. A _____ explicitly states to a transport team and its management what should or should not be done. This allows for effective decision making.

A. non-programmed decision
B. policy
C. procedure
D. rule

3. _____ is applied when a transport manager and his team select an alternative solution to a problem which will support their personal interest and goals.

A. Rational decision making
B. Satisficing
C. Bounded rationality
D. Political decision making

4. **Basetsana is a team leader responsible for 8 drivers working at a transport business. Consider the following information regarding a decision she needs to make, to classify the appropriate decision-making model, she needs to use -**
- “Her decision is under a condition of low risk, and she can make the decision on her own and doesn’t need to include any of the other drivers in the decision-making process.”**
- A. Programmed
 - B. Bounded rationality
 - C. Rational decision-making
 - D. Non-programmed
5. **During the decision-making process, Joe makes use of a questionnaire-based approach to develop alternatives during the decision-making process, he is using the -**
- A. Delphi technique
 - B. nominal grouping
 - C. synectics
 - D. brainstorming
6. **Which one of the following techniques will not be viewed by a transport manager as a suitable quantitative evaluation technique for use during the fourth step of the decision-making process?**
- A. Nominal grouping
 - B. Linear programming
 - C. Queuing theory
 - D. Probability theory
7. **During the final stage of the decision-making process, the transport manager will make use of performance standards to assess the outcome of the decision. What type of standard is used if the standard formulated is stating that “only two or less errors per delivery cycle is accepted”?**
- A. Cost standard
 - B. Quality standard
 - C. Quantity standard
 - D. Behaviour standard
8. **When Palesa, a transport manager makes decisions, her decision-making behaviour is impacted by the assumptions she makes about the employees reporting to her, according to McGregor’s research. Palesa subscribes to _____ based on the assumption that most employees prefer to be directed by their manager and therefore also avoid responsibility.**
- A. Theory Z
 - B. Theory X
 - C. Theory Y
 - D. Theory A

9. **Should Ronda and her team decide to conduct group decision making, they need to be aware of the impact of groupthink during this process. Various symptoms are associated with groupthink, where _____ refers to the situation where group members create all types of rationalised explanations for their decision to make them appear correct.**
- A. mind guards
 - B. rationalisation
 - C. illusions of unanimity
 - D. illusions of group morality
10. **When analysing group decision making, it is possible to identify the following advantage offered by group decision making –**
- A. intellectual stimulation
 - B. goal displacement
 - C. satisficing
 - D. groupthink
11. **When managing group decision making, effective group decision making can be established when _____ focuses on avoiding groupthink and satisficing, and rather encourages input by members.**
- A. leadership
 - B. creativity
 - C. handling conflict
 - D. personality
12. **Smokey is using _____ during a decision-making process, when he considers the total weighted score calculated for the suitable alternatives considered.**
- A. brainstorming
 - B. the Kepner Tregoe technique
 - C. the Stepladder technique
 - D. the Delphi technique
13. **The creative process is useful during decision making to develop alternatives as solutions to problems and opportunities. Elvin decides to implement the creative process in his department to enhance decision making relating to transport-related problems. During which stage of the creative process would Elvin and his team need to develop as many as possible solutions as possible without any form of judgement, using different angles, imagination, and invention?**
- A. Illumination
 - B. Concentration
 - C. Verification
 - D. Incubation

14. Which one of the following is not seen as a characteristic dominant within a transport organisation with an innovative organisational culture?
- A. Open system
 - B. Tolerance of conflict
 - C. Encouraging risk-taking
 - D. Intellectual blocks
15. _____ is a creative problem-solving technique, which uses metaphorical thinking by looking at the problem in terms of signs and codes, such as “Transport businesses always ♥ big trucks”, meaning these businesses love their trucks, which is known as -
- A. intuition; personal analogies
 - B. synectics; symbolic analogies
 - C. buffering; direct analogies
 - D. innovation; fantasy analogy
16. If Marco, a transport manager, needs to consider the impact of electric and hybrid vehicles as alternative for petrol and diesel variants, his decision is impacted by developing factors in the _____ business environment.
- A. ecological
 - B. economic
 - C. technological
 - D. international
17. Lefu decided to implement the principles of the learning organisation at WACO Transport, with the aim to improve the employees’ desire and ability to understand and manage the organisation and changes resulting from its business environment. Lefu is focusing on _____ when he ensures that all employees understand and support the vision of WACO Transport.
- A. shared vision
 - B. systems thinking
 - C. mental models
 - D. personal mastery
18. Mervin is responsible for managing risk at World Logistics. Applying the generic seven-stage risks management process, Mervin needs to conduct/establish _____ during the first stage of the risk management process.
- A. risk treatment
 - B. risk evaluation
 - C. communication
 - D. context

19. **Fred is a transport manager who realised the value of communication in his department. When Fred is focusing on the influence function of communication, he is -**
- A. keeping in touch with other members in the department
 - B. getting to know himself and other members he works with
 - C. gathering information to make sound decisions, reducing uncertainty
 - D. knowingly or unknowingly influencing and persuading others he works with
20. **During the communication process, Jafta will be the _____ when he is decoding a message.**
- A. sender
 - B. receiver
 - C. encoder
 - D. decoder
21. **The credibility of a person sending a message is classified in different categories. Loyd, the transport manager of WooHoo distribution has end credibility. This is because of the communication with his team in a meeting, based on the -**
- A. perception the team has of him during the meeting
 - B. credibility the team ascribes to him after the meeting has ended
 - C. attitude the team has towards him before the meeting commence
 - D. plans the team has for the weekend
22. **Analysing the transmissional channels that can be considered for suitable use in a transport organisation to communicate messages, we identify several types which are classified in three broad channels. A telephone conversation is classified as -**
- A. verbal communication
 - B. non-verbal communication
 - C. written communication
 - D. personal communication
23. **_____ during the communication process, prevents effective communication from taking place. _____ is caused by obstacles within the immediate vicinity.**
- A. Noise; Internal interference
 - B. Noise; External interference
 - C. Attention; Internal reference
 - D. Feedback; External reference

- 24. Jack and Jill are discussing problems experienced by drivers on a particular route due to road conditions and construction problems. As communication does not take place in a vacuum, but in a specific context, the physical context of the communication between Jack and Jill refers to –**
- A. the environment such as time of the day, and the weather conditions
 - B. the relationship that exists between Jack and Jill
 - C. the background and historic communication between Jack and Jill
 - D. aspects such as Jack and Jill's feelings, moods and stress experienced.
- 25. Virgo is a regional manager at a vehicle rental company. She is considering the perception her branch staff have about women vs men renting vehicles. Which one of the following is not a typical filter Virgo would need to consider as an influence of the perception of branch staff on this matter?**
- A. Self-concept
 - B. Qualification
 - C. Feelings
 - D. Experience
- 26. During the basic perception process a transport manager such as Lefu would need to establish which phase of the process is unfolding, to influence perceptions of his staff. _____ is the process when the staff is becoming aware of a particular stimulus.**
- A. Retention
 - B. Interpretation
 - C. Organisation
 - D. Attention
- 27. During organisational communication, you can identify several corporate directions used for communication. Marie is experiencing problems with communication in her organisation's corporate channels. A typical problem experienced during _____ communication is when vague and unclear messages are communicated.**
- A. upward
 - B. downward
 - C. diagonal
 - D. horizontal
- 28. During organisational communication, you can identify several corporate directions used for communication. Louis is experiencing problems with communication in his organisation's corporate channels. A typical problem experienced during _____ communication is when management view this communication as small talk and, therefore, give no time for it.**
- A. upward
 - B. downward
 - C. diagonal
 - D. horizontal

29. _____ indicate the way words are used and the meaning these words convey, often resulting in unsuccessful communication because of misinterpretations of word meanings.
- A. Emotions
 - B. Diversity
 - C. Semantics
 - D. Status levels
30. The advantages of listening are multiple. Which one of the following is not typically seen as an advantage of listening? Listening -
- A. prevents disinformation
 - B. prevents communication
 - C. builds trust
 - D. increases confidence

(1 mark per question)

PART B – 70 MARKS

NARRATIVE AND DESCRIPTIVE QUESTIONS

ANSWER ALL THE QUESTIONS

QUESTION 1

[12 MARKS]

According to Hellriegel et al., communication effectiveness is dependent on the ability of the person communicating to identify any kind of barriers that will influence the communication process. Barriers influence the sending as well as the receiving of a message by means of distorting or even blocking-out information and the intended meaning of a message. Consider the following statements to establish the type of communication barrier and furthermore classify it according to the three categories of communication barriers.

[To answer the question, you need to duplicate the table template. Only list the numbers of each statement in the first column and then give your answers for each barrier and category in the last two columns.]

Statement	Communication barrier	Communication barrier category
1.1 Rhonda, a transport manager, needs to communicate with her team, understanding that individuals from different nationalities or even people from different ethnic or geographical groups within one country might communicate differently.	1.1.1	1.1.2
1.2 Rhonda, a transport manager, needs to monitor the amount of information communicated to an employee based on how much the employee can process during the communication.	1.2.1	1.2.2
1.3 Rhonda, a transport manager, needs to check the impact of the way words are used during communication and the meaning these words convey, especially between employees from different areas of work.	1.3.1	1.3.2
1.4 Rhonda, a transport manager, needs to acknowledge that her employees can make interpretations about colleagues based on their mannerisms, voice tone, first impressions, actions and suggestions.	1.4.1	1.4.2
1.5 Rhonda, a transport manager, needs to understand the potential impact on communication when employees, who work on a specific activity or area, will tend to become isolated in terms of communication associated with the related field they work in.	1.5.1	1.5.2
1.6 Rhonda, a transport manager, needs to be aware that employees' working the same authority level in her department but with different status levels will experience communication problems due to the perceived social advantage the one has over the other.	1.6.1	1.6.2

QUESTION 2**[10 MARKS]**

Information is only relevant if it meets five criteria that confirm key characteristics of useful information, which will empower transport employees and managers to effectively extract from. Present **AND** briefly explain the **FIVE (5)** characteristics of useful information.

[To answer the question, duplicate the following table template in your answer book and complete each section.]

Characteristic	Explanation
2.1	
2.2	
2.3	
2.4	
2.5	

QUESTION 3**[8 MARKS]**

The transport team is debating the possibility of implementing new e-buses (electric or hybrid) to replace existing diesel vehicles. The debate is becoming heated as many are not paying attention to the details of the discussion. There are several possible reasons why they listen ineffectively.

Consider each of the following statements to establish the reason for ineffective listening in each case.

[To answer the question, duplicate the following table template in your answer book and complete each section.]

Statements	Reason for ineffective listening
3.1 During the debate, they are being very critical of the speaker, which distracts them from focusing on the conversation and facts.	3.1
3.2 During the debate, too many things are happening at the same time, thus resulting in employees being unable to focus, resulting in stress and withdrawal.	3.2
3.3 During the meeting, they do not listen effectively because of internal disturbances.	3.3
3.4 During the debate, the same historic and repeating pattern occurs as in the past of merely not paying attention when others speak.	3.4
3.5 During the debate, they are afraid of what others might think or say and are thus not concentrating on the conversation.	3.5
3.6 During the debate, they are more focused on saying things about the matter than allowing themselves to listen.	3.6
3.7 During the debate, they are thinking about other things, decreasing their ability to listen.	3.7
3.8 During the presentation, they do not listen effectively because of external disturbances.	3.8

QUESTION 4**[8 MARKS]**

Communication is a functional, dynamic and transactional process between two or more people who try to share meaning and promote understanding. The functions of communication are applicable to all transport organisations.

4.1 Identify the **FOUR (4)** functions of communication. (4 marks)

4.2 Match each of the functions identified against the four scenarios provided as examples. **(Only write the letter e.g. (a) in the scenario column and then indicate the correct function identified and described.)** (4 marks)

	Scenarios
a.	Jabu searches the internet for a possible download of a manual on how to solve a problem experienced with an engine of one of the smaller vehicles used to transport smaller parcels, to decide whether he can do it himself or need to send it in for repairs.
b.	Paul introduces the new e-vehicle suppliers to the management team at the annual board meeting to ensure that the different stakeholders meet up and get to know one another.
c.	Esther tries to convince her staff about the wonderful new software available to log their travelling activities, which will be much more efficient than keeping a paper-based log record, which is currently the practice for drivers of the organisation.
d.	During the year-end function, staff from different regions and business units meet up and chat about all the events that made the year a great success.

To answer the question, clearly structure your answer using the table template provided.

No.	4.1 Functions of communication
4.1.1	
4.1.2	
4.1.3	
4.1.4	

No.	4.2 Scenarios	Functions of communication
4.2.1	a.	
4.2.2	b.	
4.2.3	c.	
4.2.4	d.	

QUESTION 5**[12 MARKS]**

The Nominal Group Technique can be used for generating alternatives, but it also allows the transport team to evaluate alternatives in order to propose a solution for transport related problems. Identify each of the relevant steps and explain how each of these steps should be applied.

To answer the question, duplicate the following table template.

Steps	Explanation
Step 1:	
Step 2:	
Step 3:	
Step 4:	
Step 5:	
Step 6:	

QUESTION 6**[12 MARKS]**

Consider each of the following scenarios and analyse them by considering the continuum presented by Lussier for classifying a problem and the condition under which decisions about the problem is made.

(Duplicate the table template in your answer book and complete each answer – you don't have to repeat the scenario statement - only write the number of the scenario.)

	Scenario	Type of decision	Decision-making condition	Individual or Group decision-making	Relevant decision-making model
6.1	Nandi needs to procure new same spec. computers for two of the sales staff, based on the annual replacement cycle for technology, using the same suppliers.				
6.2	Lewellyn needs to appoint two new drivers in his division, which typically has a high turnover of staff.				
6.3	Voilet's team realised they need to find an urgent solution, when they've received news last night that their despatch hub in Durban was significantly damaged by floods, leaving their logistics team without any facilities.				

QUESTION 7**[8 MARKS]**

When considering the elements of an open system, it is necessary to establish the relevant elements to make suitable decisions while understanding the detail of these elements within an open system in organisational context. Consider the following statements provided in order to identify the relevant element of the open system it represents and furthermore provide a complete explanation of the element.

[Duplicate the following table template in your answer book, listing the number of the statement and only fill in the relevant numbers and complete the appropriate answers.]

Statements	Element	Explanation
7.1 Contributing sub-environments such as the economic, social, natural, technological, legal, political, and international components.	7.1.1	
7.2 Critical personnel needed in a transport organisation including managers, drivers, technical staff, administrative employees and operational staff.	7.2.1	
7.3 Managerial processes in a typical transport organisation such as planning and decision –making for managing transport operations.	7.3.1	
7.4 Services including bus transport, courier services, goods delivery.	7.4.1	

END OF PAPER
