

Tutorial Letter 101/3/2020

Business Management 1A MNB1501

Semesters 1 and 2

Department of Business Management

IMPORTANT INFORMATION:

Please register on myUnisa, activate your myLife e-mail addresses and make sure that you have regular access to the myUnisa module website, MNB1501-2020-S1/S2, as well as your e-tutor group site

Note: This is a blended module and therefore it is available on *myUnisa*. However, in order to support you in your learning process, you will also receive some study material in printed format.

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1 INTRODUCTION TO THE MNB1501 MODULE

Dear Student

Welcome to the Department of Business Management and specifically to the module MNB1501. We trust that you will find this module interesting and stimulating.

This tutorial letter provides you with general information and introduces you to this module. Read this letter carefully as it contains important information regarding assignments, year marks and the examination. ***Because this is a blended module, you need to access the website for MNB1501 on myUnisa frequently.***

For some of you this will be the first time you are being introduced to the business world, and some of the concepts will be completely new. For others, who may have studied Business Management (or Business Economics) at school, or who have worked for some time in the business world, these concepts may be a boring repetition. To these students we would say: please bear with us in the knowledge that we have a vast range of students from all walks of life studying this subject.

1.1 Getting started ...

Owing to the nature of this module, you can read about the module and find your study material online. Go to the website at <https://my.unisa.ac.za> and log in using your student number and password. You will see MNB1501-20-S1/S2 in the row of modules displayed in the orange blocks at the top of the webpage. Select the **More** tab if you cannot find the module you require in the orange blocks. Then click on the module you want to open.

The **Department of Despatch** should supply you with the following tutorial matter for this module:

- Tutorial letter 101/3/2020
- Study guide
- Mark reading sheets

You will receive this tutorial letter and a printed copy of the online study material for your module. While the printed material may appear to differ from the online study material, it is exactly the same and has been copied from the *myUnisa* website.

Some of this tutorial matter may not be available when you register. Tutorial matter that is not available when you register will be posted to you as soon as possible. All the material is however available on myUnisa from the beginning of every semester.

2 PURPOSE AND OUTCOMES

2.1 Purpose

The purpose of the Business Management 1A module is to give you an overview of what happens in the business world, and more specifically how a business is managed. The tutorial matter is only an introduction to what management is all about, but we trust that you will gain sufficient insight, from this tutorial matter, into the various business functions and that, in turn, you will be able to choose suitable study courses.

Qualifying students can:

- explain how business performance is related to strategic management.
- analyse a business case study and identify issues related to the managerial tasks and skills.
- differentiate between entrepreneurial and non-entrepreneurial approaches to business management.
- develop a basic business plan for a small to medium enterprise.

2.2 Outcomes

Specific outcome 1:

The learner will be able to demonstrate an understanding of the role of business in society and the position of business management in the business world.

Specific outcome 2:

The learner will be able to identify an entrepreneur and explain its role in society.

Specific outcome 3:

The learner will be able to recognise how an organisation functions and how it is established.

Specific outcome 4:

The learner will be able to explain the term "business environment", examine its composition and investigate aspects of environmental scanning.

Specific outcome 5:

The learner will be able to provide a broad overview of the corporate social responsibilities of South African organisations.

Specific outcome 6:

The learner will be able to provide an overview of the role of management in a business, by defining management and supplying reasons why management is essential to any organisation.

Specific outcome 7

The learner will be able to analyse planning as a management task relevant to all management levels.

Specific outcome 8

The learner will be able to describe organising as a management task, including modern structuring and design.

Specific outcome 9

The learner will be able to analyse leading as a management task, by focusing on culture, motivation and communication.

Specific outcome 10

The learner will be able to discuss control as a management task aimed at continuously improving the organisation's performance.

3 LECTURER(S) AND CONTACT DETAILS

3.1 Lecturer(s)

You may contact your lecturers by email, telephone or on the *myUnisa* website.

All enquiries about the contents of the module should be directed to the **lecturers for MNB1501**:

NAME	TELEPHONE	E-MAIL ADDRESS
Ms N de Metz:	012 429 4935	dmetzn@unisa.ac.za
Ms N da Silva-Esclana:	012 429 4554	dsilvn@unisa.ac.za
Prof S Rudansky-Kloppers:	012 429 4689	rudans@unisa.ac.za

NB: Please make an appointment beforehand if you want to visit a lecturer personally. Lecturers often have prior appointments, a fact which may cause disappointment if you arrive at the University without having first arranged an appointment.

Our physical location on campus is:
Fourth level, AJH vd Walt Building
Main Campus, Muckleneuck, Pretoria

Should you have any **administrative enquiries**, please contact the respective department directly as your lecturer will not be able to assist you:

Department	Query type	Email	Telephone
Information Services	Only for Student Frequently Asked Questions(FAQ)	infoservices@unisa.ac.za	012 429 3111
Assignments	General assignment enquiries	assign@unisa.ac.za	n/a
Examinations	General examination enquiries	aegrotats@unisa.ac.za exams@unisa.ac.za examdisabled@unisa.ac.za examadmission@unisa.ac.za examinternational@unisa.ac.za remark@unisa.ac.za purchasescript@unisa.ac.za	n/a
Exam venue administration	Student enquiries in respect of examination venues	invigilationandexamvenues@unisa.ac.za	n/a
myUnisa help	Assistance with myUnisa	myUnisaHelp@unisa.ac.za	011 471 2256
myLife help	Assistance with myLife	myLifeHelp@unisa.ac.za	011 471 2256
CEMS	College-specific enquiries	cemsenquiries@unisa.ac.za econ@unisa.ac.za	012 429 3925 012 429 2982

3.2 Lecturer availability

The lecturer for this module will be available to take phone calls on academic matters and/or to attend to students who may prefer to visit personally for academic engagement. However, the days and times of lecturer's availability will be communicated in the module page on myUnisa. These days and times are subject to change from time to time in order to accommodate the lecturer's work schedule and other commitments.

3.3 Department

For administrative enquiries, please use the following number: (012) 429 4220; email address: busman@unisa.ac.za.

3.4 University

To contact the University follow the instructions in the brochure **Study @ Unisa**. Remember to have your student number available whenever you contact the University.

Whenever you write to a lecturer, please include your student number to enable the lecturer to help you more effectively.

NB: You should also always include your student number whenever you contact the lecturer. This will help the lecturers to help you.

3.5 myUnisa

The virtual campus, *myUnisa*, is an Internet website that has been developed to improve communication between lecturers and students, as well as support the delivery of distance education. It is available on the Internet to all registered Unisa students.

If you have access to the internet, you can quickly access necessary resources and information. From this site students have access to both administrative and academic details regarding their studies at Unisa. The *myUnisa* learning management system is Unisa's online campus that will help you to communicate with your lecturers, with other students and with the administrative departments at Unisa – all through the computer and the internet.

You can start at the main Unisa website at <http://www.unisa.ac.za> and then click on the *myUnisa* orange block. This will take you to the *myUnisa* website. To go to the *myUnisa* website directly, go to <https://my.unisa.ac.za>. When you are on the *myUnisa* website click on the "Claim UNISA Login" on the right-hand side of the screen. You will then be prompted to give your student number to claim your initial *myUnisa* details as well as your *myLife* login details.

For more information on *myUnisa* consult the brochure *Study @ Unisa* which you received with your study material.

4 MODULE-RELATED RESOURCES

4.1 Joining myUnisa

If you have access to the internet, you can quickly access resources and information at the University. The *myUnisa* learning management system is the University's online campus that will help you communicate with your lecturers, with other students and with the administrative departments at Unisa.

You can start at the main Unisa website at <http://www.unisa.ac.za> and then click on the *myUnisa* orange block. This will take you to the *myUnisa* website. To go to the *myUnisa* website directly, go to <https://my.unisa.ac.za>. Click on the **Claim UNISA Login** on the top of the screen on the *myUnisa* website. You will then be prompted to give your student number in order to claim your initial *myUnisa* details as well as your *myLife* e-mail login details.

For more information on *myUnisa*, consult the brochure ***Study @ Unisa***, which you received with your study material.

4.1 Prescribed book(s)

THE PRESCRIBED BOOKS

The prescribed book (which you must purchase yourself) for both modules (MNB1501 & MNB1601) is:

1. BJ Erasmus, JW Strydom, S Rudansky-Kloppers. 2019. *Introduction to Business Management*. 11th edition. Cape Town: Oxford University Press.

NB: The prescribed book cannot be ordered from Unisa!

Please refer to the list of official booksellers and their addresses in the Study @ Unisa brochure.

4.1.1 Which parts of the prescribed book must I study?

Please note that the prescribed book mentioned above will be used for both MNB1501 and MNB1601. For MNB1501 you need to study the following chapters in the prescribed book:

Chapters 1-10 (Chapters 11 - 15 will be covered in MNB1601.) You also need to study all of the topics in your study guide.

4.2 Recommended book(s)

There are two recommended books for MNB1501. The “**Business Cases**” book contains the case studies on which most of the questions in the assignment are based. It is good to have this book to have access to the case studies; however it is not compulsory as the answers can be found in the “Introduction to Business Management” book. The “**Multiple choice questions for Introduction to Business Management**” is useful in preparing students for the examination as it includes additional multiple-choice questions for each chapter.

THE RECOMMENDED BOOKS

The recommended books (which you must purchase yourself) for both modules (MNB1501 & MNB1601) is:

1. Rudansky-Kloppers, S. 2015. *Business Cases*. 2nd ed. Cape Town: Oxford University Press.
2. Strydom, J. W. & Rudansky-Kloppers, S. 2016. *Multiple-choice questions for Introduction to Business Management*. 3rd ed. Cape Town: Oxford University Press.

4.3 Electronic reserves (e-reserves)

E-reserves can be downloaded from the library catalogue. More information is available at:

<http://libguides.unisa.ac.za/request/request>

4.4 Library services and resources information

The Unisa Library offers a range of information services and resources:

- for brief information go to: <https://www.unisa.ac.za/library/libatglance>
- for more detailed Library information, go to <http://www.unisa.ac.za/sites/corporate/default/Library>
- for research support and services (e.g. Personal Librarians and literature search services), go to <http://www.unisa.ac.za/sites/corporate/default/Library/Library-services/Research-support>

The Library has created numerous Library guides: <http://libguides.unisa.ac.za>

Recommended guides:

- request and find library material/download recommended material: <http://libguides.unisa.ac.za/request/request>
- postgraduate information services: <http://libguides.unisa.ac.za/request/postgrad>
- finding and using library resources and tools: http://libguides.unisa.ac.za/Research_skills
- Frequently asked questions about the Library: <http://libguides.unisa.ac.za/ask>
- Services to students living with disabilities: <http://libguides.unisa.ac.za/disability>

Important contact information:

- <https://libguides.unisa.ac.za/ask> - Ask a Librarian
- Lib-help@unisa.ac.za - technical problems accessing library online services
- Library-enquiries@unisa.ac.za - general library related queries
- Library-fines@unisa.ac.za - for queries related to library fines and payments

5 STUDENT SUPPORT SERVICES

The *Study@Unisa* brochure is available on myUnisa: www.unisa.ac.za/brochures/studies

This brochure has all the tips and information you need to succeed at distance learning and, specifically, at Unisa.

- **E-Tutors**

Students are grouped to an **E-Tutor group** for the duration of the semester. Make sure to make contact with your E-Tutor (via *the myUnisa* site) once you are grouped. **The E-Tutors are there to assist you with your studies and will be available for the duration of your semester as a MNB1501 student in 2020.**

- **Grouping of E-tutor groups**

Students will receive an email in their **myLife account** informing them which E-tutor group they belong to, so please check your emails! You will then be linked to that E-Tutor site. Please make sure to regularly **access both the main site as well as the E-tutor site** as new information and additional resources are uploaded throughout the semester. You can access your e-tutor group via the **"More sites"** link on myUnisa. Your E-tutor site link should read as follows: **MNB1501-20-S1-1E**. Please note that the last number in this site name is the **number of the E-tutor group you belong to.**

Please note: Students need to contact the E-Tutor via the *myUnisa* website only; you will not be able to contact the E-Tutor via personal email or by phone.

5.2 **Predatory providers of classes and examination support**

Please be aware of the existence of multiple fraudulent and predatory providers of classes and examination guidance to Unisa students. Please note that Unisa do not have agreements with any of these agencies/schools/colleges to provide tuition or support to our students. Unisa also do not provide these predators with study material, guidelines or your contact information.

These providers may not have the necessary expertise to assist you and often charge exorbitant fees. If you receive an invitation from any agency or College, it is best to confirm with your lecturer if the provider is a legitimate Unisa partner.

5.4 **TVET Agreements**

Unisa, however, have agreements with a number of TVET Colleges to provide contact tuition and support for students in the following Higher Certificates:

- Higher Certificate in Economic & Management Sciences
- Higher Certificate in Banking
- Higher Certificate in Tourism
- Higher Certificate in Accounting Sciences

More information on this is available on the Unisa website.

6 **STUDY PLAN**

Use your *Study @ Unisa* brochure for general time management and planning skills. The following is a recommended time schedule which can be used as a guideline for studying this module:

ACTIVITY	HOURS
Reading of relevant chapters in the prescribed books	40
Reading of study guide	10
Doing of activities in the study guide	10
Doing of the assignments	5
Studying of the prescribed books and study guide and making of summaries	50
Final revision	5
TOTAL	120

8 ASSESSMENT

8.1 Assessment plan

The University has a policy of compulsory assignments in all modules for 2020. Both assignments 01 and 02 for MNB1501 are thus compulsory assignments. You **must submit ASSIGNMENT 01** in order to **obtain admission to the examination**. Admission will be obtained by **submitting the assignment** and **not** on the strength of the marks you obtain for it. Failure to submit Assignment 01 will mean that you will **not be admitted to the examination**, regardless of whether or not you submit Assignment 02.

Take note that there are different assignments set for each semester. Semester 1 students will write their examination during the May/June examination period. Semester 2 students will write their examination during the October/November examination period. Complete your assignments accordingly.

You will receive feedback on both the assignments in **Tutorial Letter MNB1501/201/3/2020**.

VERY IMPORTANT. Please ensure that your assignments reach us on or before the due dates. You will not be admitted to the examination if an assignment is submitted later than the due dates. Please do not phone us with a request to be admitted to the examination if you have not submitted an assignment, or if you submitted it later than the due date.

The use of the mark-reading sheet

When submitting assignments, you must send **ONLY** your mark-reading sheet in an A4 envelope. Please do not include the cover sheet with your mark-reading sheet.

NB: Only mark-reading sheets may be used to answer the questions for assignments. You must ensure that Unisa supplies you with enough mark-reading sheets. Please **DO NOT FOLD** your mark-reading sheet. Always send it in the A4 envelope provided for that purpose. All students are issued with an assignment pad, and some assignment cover sheets, regardless of the number of subjects for which they have enrolled. You do not need these pads or cover sheets for Business Management 1A. Answers on a sheet of paper cannot be marked by the computer. Send only the mark-reading sheet in the A4 envelope to the Assignment Department.

Instructions on the use of mark-reading sheets for answering multiple-choice questions are contained in the 2020 *Study @ Unisa* brochure. Read these instructions CAREFULLY and make sure you follow them STRICTLY to avoid making unnecessary mistakes.

Faulty mark-reading sheets

Although you are given detailed instructions on how to complete mark-reading sheets, each semester a number of students continue to make one or more of the following mistakes:

- The mark-reading sheet is torn or folded.
- The bar-code sticker is stuck onto the mark-reading sheet.
- Student numbers are completed incorrectly, or not entered at all.
- The unique assignment number is not completed or is entered incorrectly.
- The blocks are marked with ink instead of with an HB pencil.
- The pencil marks extend across the edges of a block, or the line is drawn under the block instead of inside it.
- The pencil marks are drawn diagonally across the block, or a cross is drawn, instead of a horizontal line.
- A line is drawn through the unused part of the mark-reading sheet. **Please note:** No other marks except your answers must be made on the mark-reading sheet.
- The mark-reading sheet is stapled to other papers.
- Corrections are made with Tippex, or mistakes are erased in such a way that a dark blotch is left.
(That is why you should use only an HB pencil.)

We wish to stress that in all these cases, the mark-reading sheet simply cannot be processed by the computer, and in certain instances may even damage the marking equipment.

Mark-reading sheets rejected by the computer are returned to students without being marked. In such cases, the student will receive no marks for the assignment.

Extension for the assignments

Under no circumstances will you be granted an extension to the deadline for submitting your assignments. If your assignments are late, they will be returned unmarked. You are therefore strongly advised to post your assignment approximately 14 days before the due date. **The due date is the date on which your assignment must reach Unisa, not the date on which you must post it.**

8.3 Assignment numbers

8.3.1 General assignment numbers

Assignments are numbered consecutively per module, starting from 01. MNB1501 consists of assignment 01 and assignment 02.

8.3.2 Unique assignment numbers

Different **unique numbers** are allocated to the two assignments for the **first** and the **second semesters**. **Please make sure that you provide the correct unique number on the mark-reading sheet.** For instructions on how to use the mark-reading sheet, refer to section 6.1 of the tutorial letter.

The compulsory assignments for 2020 for the module MNB1501 are set out in Appendix A (semester one) and Appendix B (semester 2) of this tutorial letter.

8.4 Assignment due dates

Assignment number	First semester		Second semester	
	Due Date	Unique number	Due Date	Unique number
01	20 March 2020	858169	24 August 2020	806819
02	23 April 2020	724417	18 September 2020	650195

Please note: Students registering for MNB1501 for the first time (in any semester) may not submit the assignments for MNB1601 in the same semester; the computer will reject such an assignment. It is the policy at UNISA that students need to pass MNB1501 first before registering for MNB1601.

There is only one exception, and this is for postgraduate students ONLY. Postgraduate students are allowed to be registered for both MNB1501 and MNB1601 in the same semester. These students may submit assignments for both MNB1501 and MNB1601 in the same semester.

8.5 Submission of assignments

Students may submit assignments completed on mark-reading sheets either **by post** or **electronically** via myUnisa. Assignments may not be submitted by fax or e-mail. Please forward your assignments to the Assignment Department and **not** to the Department of Business Management. This will ensure that your assignment is recorded. An assignment sent to the Department of Business Management will be returned unmarked. For detailed information on how to submit assignments, please refer to the *Study @ Unisa* brochure, which you received with your study package.

Internet users can submit assignments via the myUnisa website.

To submit an assignment via myUnisa:

- Go to <http://www.my.unisa.ac.za>
- Ensure that you have set up your myLife email account
- Log in with your student number and password
- Select the module from the orange bar
- **Click on assignments in the left menu**

8.6 The assignments

The main purpose of the assignments is to encourage you to study the prescribed book, to read certain sections over and over again, and to think about the tutorial matter in terms of its practical application. With these remarks in mind, the questions may sometimes be difficult, and some may seem ambiguous. The idea is not to trick you or catch you out, but to make you think.

Formative assessment for MNB1501 takes place through a year mark system. Both assignments are compulsory. You will be allocated a mark for Assignment 01 and a mark for Assignment 02. The best/highest mark will be taken as your year mark. **Your final assessment mark for this module will therefore be a combination of the assignment mark and the examination mark.** The assignment mark (the best/highest mark of the two assignments) will contribute a maximum of 20% to the final assessment mark for the module, while the examination mark will contribute 80%. Irrespective of the year mark obtained, a sub minimum of 40% must be obtained in the examination. You will therefore not pass the module if your examination mark is less than 40%. Please study the following examples to see how the assignment mark (the highest mark of the two assignments) will contribute to the final assessment mark:

Example 1:

If you get an assignment mark of 50%, this mark of 50% is then multiplied by 0,2 which equals 10% of the final assessment mark. If the learner obtains 35 out of a possible 70 marks in the examination (50%), this percentage is then multiplied by 0,8 which equals 40% of the final assessment mark. The assignment mark and the examination mark are then combined (10% + 40%) to give a final assessment mark of 50% for the module.

Example 2:

If you get an assignment mark of 60% this mark, multiplied by 0,2 gives 12% of the final assessment mark. If the learner then obtains 44 out of 70 marks (or 63%) in the examination, this figure is then multiplied by 0,8 to give 50.4%. The two results are then combined to give a final assessment mark of 63% (12% + 50.4%) for the module.

8.6.1 *Getting the most out of your assignments*

Since university studies are intended to teach you to think, we strongly recommend that you write down your reasoning for your answer to each question on a separate sheet of paper. We make this suggestion because a few weeks always elapse between submitting assignments and receiving our answers and explanations, by which time you will have forgotten why you gave a particular answer. So write your reasons down, and as soon as you receive our explanation of the assignments, compare your reasoning with ours. This will enable you to get the most out of your studies.

Do not mark any answers on the actual assignments. Keep your assignment pages clean, or else make a photocopy of them before you make any marks on them. Then, when you prepare for the examination, you can work through the assignments again without having the correct answers for each question in front of you.

And if you really want to study effectively, study the particular issues that are covered by the assignment, and then answer all the questions without going back to the prescribed book. You will then be answering the questions under examination conditions, and that will be a real test of whether or not you understand the tutorial matter.

8.7 **Other assessment methods**

As an additional means of assessment, visit the myUnisa website to view and complete the *Self-assessment questions*, which will be uploaded on a periodic basis. Announcements will be made on myUnisa to inform students as the exercises are uploaded.

8.8 **The examination**

Admission to the examination

Make sure that you have the correct date, time and venue. It has happened in the past that students have arrived at the wrong venue, or at the wrong time, or even on the wrong day.

We urge you all to do your revision work regularly. Do not slacken off once the assignments are behind you. And remember, high marks in the assignment do not guarantee high marks in the examination, since you do not have an open book before you.

Preparing for the examination

The examination will consist of **70 multiple-choice questions**. There will be no essay questions.

NB: Study all the chapters prescribed for this module (chapters 1-10 in the **11th edition** of ITBM) in conjunction with all the learning units on myUnisa.

The questions will be similar to those in the assignments. Please note that fake “old” examination papers are in circulation among students. Please be aware of the risk of placing

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too much value on such papers. Take note that **NO MEMORANDUMS** can be supplied for old exam papers.

Additional revision tools

- **MCQ prescribed book:** This recommended book is an excellent revision tool. The details are as follows:

Rudansky-Kloppers, S & Strydom, JW (eds). 2016. 3rd ed. *Multiple choice questions for Introduction to Business Management*. Cape Town: Oxford. ISBN: 9780199045341

- **Self-assessment questions on myUnisa:** Another good tool to use for revision purposes is the *self-assessment* exercises (in the form of multiple-choice questions) that have been uploaded on myUnisa.

Old examination papers on myUnisa

Unisa policy dictates that no examination paper or memorandum may be distributed by lecturers in any format or manner. As such the **examination department** will upload old exam papers on myUnisa for your own personal use. Take note that **NO MEMORANDUMS** will be provided in this regard. **Do not contact or ask your lecturer for these memorandums** – they are not at liberty to provide them to you.

Your lecturers do not advocate the studying of old examination papers – it is not expected of you to study these papers for examination purposes, as the examination will be based on the prescribed textbook. These papers are **SOLELY** for revision purposes. Please be aware of the risk of placing too much value on such papers.

The danger of nervousness

The closer you get to the actual examination, the more nervous you may feel. This may be detrimental to your state of mind in the examination. Once you have done your preparation, there is nothing more to worry about. You may be uncertain about the answers to some of the questions. When you come across such questions, pass them by and return to them later.

Writing the examination

All the examination details (date, time and venue) will be sent to you by the Examinations Department. Make **sure** that you know where you will be writing the examination. **You must be seated in the examination room 15 minutes before the examination starts.**

The Examinations Department will notify you of your examination results, do not contact the lecturers in this regard.

Hints on completing the mark reading sheet in the examination

It is essential to complete the mark-reading sheet correctly. Although provision is made for 140 answers on the mark-reading sheet, you need to complete only the first 70 answers. **DON'T**

MAKE ANY OTHER MARKS ON THE MARK READING SHEET. In the examination, you will use a similar mark-reading sheet to the one in the assignment.

Common errors often made by students on mark reading sheets are:

- forgetting to fill in student number and/or the unique number of the examination paper
- using a pen to fill in the spaces
- filling in two answers on the same line
- drawing the line too lightly (you are required to use an HB pencil for this purpose)
- erasing lines in such a way that blotches are left (we require the use of an HB pencil because it rubs out cleanly)

9 FREQUENTLY ASKED QUESTIONS

Please refer to *Study @ Unisa* for more information. Students can also access frequently asked questions from the myUnisa website.

10 IN CLOSING

If you experience any problems in your studies during the semester, please do not hesitate to contact us in writing, by telephone, or in person (by appointment).

We wish you everything of the best in your studies!

**THE LECTURERS: BUSINESS MANAGEMENT 1A
DEPARTMENT OF BUSINESS MANAGEMENT
UNISA**

11 APPENDIX A: THE ASSIGNMENTS FOR STUDENTS REGISTERED IN SEMESTER 1

Both Assignment 01 and 02 are compulsory.

NB: THE FOLLOWING SET OF ASSIGNMENTS ARE TO BE COMPLETED BY STUDENTS REGISTERED FOR SEMESTER 1 ONLY

ASSIGNMENT 01

Assignment number	FIRST SEMESTER	
	Due Date	Unique number
01	20 March 2020	858169

This assignment covers chapters 1 to 4 of the prescribed book. We recommend submitting your assignment online on **myUnisa**. You may also use a **mark-reading sheet** to answer and submit the assignment.

This assignment consists of 20 multiple-choice questions.

Note: You must submit this assignment in order to obtain entrance to the examination!

STUDY UNIT 1: THE BUSINESS WORLD AND BUSINESS MANAGEMENT

QUESTION 1

The fundamental **economic problem** society is confronted with involves _____.

- 1 ensuring they get what they want
- 2 choosing how it will use its scarce resources to the maximum effect in order to satisfy its needs
- 3 ensuring the lowest possible satisfaction of needs with these scarce resources
- 4 making as much profit as possible regardless of the needs of society

QUESTION 2

After an alien invasion, Earth has to resort to the extreme protection of its resources in order to survive. A global government is elected with the mandate to control all the resources, which remain to humanity. The global government serves as a centrally directed economic system and has assumed complete responsibility for producing and distributing products and services. Which one of the following best describes the **main economic system** used in this new world order?

- 1 The market economy
- 2 The command economy
- 3 Free-market economy
- 4 Mixed economies

It is recommended that you read **business case number 4: “Corporate social responsibility: South African Breweries”** (in the recommended book “*Business Cases*”) before attempting to answer **questions 3 and 4**. It is not compulsory that you do so, as the answers to the assignment questions can be found in ITBM.

QUESTION 3

By its nature, brewing beer is a water-intensive process. Making more beer, but using less water, is one of SABMiller’s three global focus areas. The transformation of water and other ingredients, by SAB, into beer and other alcoholic beverages is known as _____.

- 1 consumerism
- 2 production
- 3 exchange
- 4 economic principle

QUESTION 4

If SAB were to introduce a rewards programme whereby employees who performed very well every month are given recognition and financial incentives, the company would be satisfying the _____ **needs** of their employees.

- 1 esteem
- 2 physiological
- 3 self-actualisation
- 4 security

QUESTION 5

When referring to the role of the state in an economic system, a **conservative perspective** argues that _____.

- 1 free markets are not subject to economic fluctuations, unemployment and inflation
- 2 the role of the state should be extremely limited
- 3 government can do a great deal to overcome limitations such as regulating private economic activity
- 4 government has the ability to solve social and economic problems

STUDY UNIT 2: ENTREPRENEURSHIP

It is recommended that you read **business case number 1: “Entrepreneurship: MXit”** (in the recommended book “*Business Cases*”) before attempting to answer **questions 6 to 8**. It is not compulsory that you do so, as the answers to the assignment questions can be found in Introduction to Business Management (ITBM).

QUESTION 6

In 1990, Heunis started his own information and communication technology consultancy. Which one of the following would he have used to take the final decision to go ahead with the venture?

- 1 Feasibility study
- 2 Business plan
- 3 Franchising plan
- 4 Corporate social responsibility plan

QUESTION 7

One of the reasons why entrepreneurs, such as Herman Heunis, do what they do is that they have an internal locus of control. Which one of the following relates to the **internal locus of control** trait of the entrepreneur?

- 1 Entrepreneurs have a strong need to be personally responsible for solving problems.
- 2 There is a strong need to be in charge of his/her own destiny.
- 3 Entrepreneurs want to create new things.
- 4 Entrepreneurs often feel that it is necessary to take risks.

QUESTION 8

If Herman Heunis could attract new investors in MXit, the investors would be classified as _____ **resources**.

- 1 human
- 2 physical
- 3 financial
- 4 operating

QUESTION 9

Nadia has an online store that sells boutique-style children’s clothing. She needs to stay informed about new styles and designs that parents of her young customers might prefer. The ability to determine why customers find products attractive is a _____ **skill**.

- 1 strategy
- 2 planning
- 3 marketing
- 4 financial

QUESTION 10

Which one of the following is an **advantage** of buying an **existing business**?

- 1 Employees are inherited rather than chosen.
- 2 Sufficient funding is usually available for the establishment phase.
- 3 Planning can be based on historical data.
- 4 It allows a corporation to diversify.

STUDY UNIT 3: ESTABLISHING A BUSINESS

It is recommended that you read **business case number 1: “Entrepreneurship: MXit”** (in the recommended book “*Business Cases*”) before attempting to answer **questions 11 and 12**. It is not compulsory that you do so, as the answers to the assignment questions can be found in ITBM.

QUESTION 11

Heunis can be described as a serial entrepreneur who started several new ventures. A business plan would have been an important feature of Heunis’s new business. Which of the following aspects would have been of **primary importance** to Heunis when he wrote his **business plan**?

- a Heunis’s vision for the new business
- b The experience Heunis had accumulated over the years
- c Heunis’s expertise and skills
- d A clear understanding of the overall strategy

- 1 a b
- 2 b c
- 3 c d
- 4 a d

QUESTION 12

Both Heunis’s companies, Clockspeed Mobile (Pty) Ltd and MXit (Pty) Ltd, are **private companies**. Which one of the following statements is **true** about this statement?

- 1 Heunis can list both companies’ shares on the JSE Limited.
- 2 The public can subscribe to the shares of both Clockspeed Mobile and MXit.
- 3 The companies must have at least one director.
- 4 The company’s memorandum of incorporation must contain some restriction on the transferability of its shares.

QUESTION 13

Which of the following types of businesses are **juristic persons**?

- 1 Companies and co-operative societies
- 2 Companies and sole proprietorships
- 3 Sole proprietorships and partnerships
- 4 Partnerships and co-operative societies

QUESTION 14

Which one of the following sentences about the term “**legal personality**” is **incorrect**?

- 1 A legal personality exists independently of its members.
- 2 It is recognised as a legal subject alongside natural persons or individuals.
- 3 Its existence is affected by changes in its membership.
- 4 It has its own rights, assets and obligations.

QUESTION 15

The name of a **personal liability company** must be followed by _____.

- 1 Inc
- 2 (Pty) Ltd
- 3 Ltd
- 4 Pty

STUDY UNIT 4: THE BUSINESS ENVIRONMENT

It is recommended that you read **business case number 3: “The business environment: The airline industry”** (in the recommended book “*Business Cases*”) before attempting to answer **questions 16 and 17**. It is not compulsory that you do so, as the answers to the assignment questions can be found in ITBM.

QUESTION 16

1time Airlines was a low-cost carrier that operated in South Africa from 2004 to 2012, before the financial pressure characteristic of the South African airline sector proved too much and the company went into liquidation. One of the reasons for the start-up of 1time was the low aircraft acquisition cost in the aftermath of the 11 September 2001 disaster in the United States of America (USA).

The 11 September 2001 event was a **variable** in the _____ **environment**, which had a/an _____ effect on the airline industry.

- 1 physical/direct
- 2 physical/indirect
- 3 international/direct
- 4 international/indirect

QUESTION 17

A consumer’s purchasing power determines which of the airlines to use when travelling in South Africa. **Purchasing power** is represented specifically by a consumer’s _____.

- 1 personal disposable income
- 2 needs and wants
- 3 buying history
- 4 standard of living

QUESTION 18

An analysis of the _____ **environment** allows managers to determine the capabilities, strengths and weaknesses of the organisation.

- 1 micro
- 2 market
- 3 macro
- 4 business

QUESTION 19

The **most advanced form** of **environmental scanning** is _____.

- 1 updating relevant secondary information
- 2 establishing a scanning unit
- 3 compiling continuous statistics
- 4 conducting a special investigation

QUESTION 20

The national elections held in May 2019 forms part of the _____ **environment**.

- 1 institutional-governmental
- 2 physical
- 3 social
- 4 international

ASSIGNMENT 02

Assignment number	FIRST SEMESTER	
	Due Date	Unique number
02	23 April 2020	724417

Assignment 02 covers chapters 6 to 10 in the prescribed book. We recommend submitting your assignment online **on myUnisa**. You may also use a **mark-reading sheet** to answer and submit the assignment.

This assignment consists of 30 multiple-choice questions.

Note: Assignment 02 is also a compulsory assignment

STUDY UNIT 5: CORPORATE SOCIAL RESPONSIBILITY

It is recommended that you read **business case number 4: “Corporate social responsibility: South African Breweries”** (in the recommended book “*Business Cases*”) before attempting to answer **questions 1 to 3**. It is not compulsory that you do so, as the answers to the assignment questions can be found in ITBM.

QUESTION 1

The shareholders of a company such as SAB are usually viewed as _____ **stakeholders**.

- 1 primary
- 2 external
- 3 minor
- 4 secondary

QUESTION 2

SAB's 'soul' investment includes ad hoc donations and support for disaster and humanitarian relief. A budget is allocated to address welfare issues and is purely an outreach response to day-to-day requests for donations and disaster relief. SAB's decision to invest its profits in community-based projects is an example of the company being involved in _____.

- 1 corporate citizenship
- 2 corporate social investment
- 3 the triple bottom line
- 4 corporate scandal

QUESTION 3

If SAB's corporate social responsibility policy is aligned to the company's policy, vision and mission, it is using _____.

- 1 a values-based system
- 2 a stakeholder-engagement process
- 3 a combination of options 1 and 2
- 4 None of the above.

QUESTION 4

During the _____ **step** of the **stakeholder engagement process**, the engagement plan is co-developed. How, when and whether engagement is possible is also determined during this step.

- 1 preparation
- 2 planning
- 3 design
- 4 engagement

STUDY UNIT 6: INTRODUCTION TO GENERAL MANAGEMENT**QUESTION 5**

Which one of the following relates to the **decision-making role** of a manager?

- 1 Entrepreneur
- 2 Leader
- 3 Spokesperson
- 4 Representative figure

It is recommended that you read **business case number 5: “General Management: Edcon”** (in the recommended book “*Business Cases*”) before attempting to answer **questions 6 and 7**. It is not compulsory that you do so, as the answers to the assignment questions can be found in ITBM.

QUESTION 6

As CEO of Edcon, Jurgen Schreiber had to make the decision to upgrade existing stores, in line with its growth strategy of a long-term real estate expansion plan in the future. In the position of CEO, Jurgen needs to have sufficient _____ **skills** in order to view the business in a holistic manner.

- 1 technical
- 2 interpersonal
- 3 conceptual
- 4 coercive

QUESTION 7

Alex is the marketing manager at Edcon. As such, he is responsible for setting the functional objectives for the marketing department. As head of a functional area within the business, Alex is a member of _____ **management**.

- 1 top
- 2 middle
- 3 lower
- 4 first-line

QUESTION 8

Joanna is a manager at the Sweet and Tasty Bakery. She is in the process of allocating the different resources to the various sections of the bakery, and she is defining the duties of the employees and the procedures they need to follow in order to ensure the bakery meets its goals. Joanna is in the _____ **phase of the management process**.

- 1 planning
- 2 organising
- 3 leading
- 4 control

STUDY UNIT 7: PLANNING

It is recommended that you read **business case number 6: “Planning: Tsogo Sun”** (in the recommended book “*Business Cases*”) before attempting to answer **questions 9 and 10**. It is not compulsory that you do so, as the answers to the assignment questions can be found in ITBM.

QUESTION 9

If Tsogo Sun were to close down one of their hotels that has stopped being profitable, the company would be adopting a **strategy** known as _____.

- 1 diversification
- 2 liquidation
- 3 divestiture
- 4 turnaround

QUESTION 10

The marketing manager at Tsogo Sun, Mpho, plans to increase the company's expenditure on advertising by 20% over the next three years. What she does not know however is that the Chief Financial Officer at Tsogo Sun is planning to cut the marketing department's budget in the short term. Mpho's goal does not meet the requirements of a good goal as it lacks _____.

- 1 measurability
- 2 acceptability
- 3 horizontal consistency
- 4 vertical consistency

QUESTION 11

Front-line managers execute _____.

- 1 functional goals
- 2 tactical goals
- 3 tactical plans
- 4 operational plans

QUESTION 12

There are various techniques that can be used to set goals. One of the most popular ones is management by objectives (MBO). Which one of the following will occur **first** during the **MBO process**?

- 1 The formulation of job descriptions
- 2 The establishment of mutually agreed checkpoints
- 3 The measurement of performance standards
- 4 The correction of deviations

STUDY UNIT 8: ORGANISING

It is recommended that you read **business case number 7: “Organising: The Nike Matrix”** (in the recommended book “*Business Cases*”) before attempting to answer **questions 13 to 15**. It is not compulsory that you do so, as the answers to the assignment questions can be found in ITBM.

QUESTION 13

A basic matrix-like structure was put into place at Nike, which combines functional and product departmentalisation. Which one of the following can be a **disadvantage** that Nike might experience with the **matrix-like structure**?

- 1 The unity of command can be affected, which will result in a serious risk of soured relations between the project and functional executives.
- 2 Despite sophisticated specialisation, coordination remains a problem.
- 3 Certain regions may be successful, but the rest of the business will not reap the benefits of a good organisation.
- 4 This organisational structure is not suited to ad hoc and complex projects requiring specialised skills.

QUESTION 14

Nike's current organisational structure still resembles the matrix structure in which multiple responsibilities and reporting lines for each unit are evident. One of the major disadvantages of using such a structure is divided authority, as often two managers will have authority over the same subordinates. According to this scenario, Nike is encountering issues with its _____.

- 1 unity of command
- 2 chain of command
- 3 span of control
- 4 scalar principle

QUESTION 15

When the executive management at Nike implements a new policy to which employees have to adhere to, they are exercising _____ **authority** over the employees.

- 1 staff
- 2 line
- 3 indirect
- 4 informal

QUESTION 16

Faced with a crisis in 2008, top management at a large pharmaceutical company decided to decentralise operations and focus attention on the customer. They created three major divisions, namely health care, nutrition and medical products. In the scenario, the pharmaceutical company is **departmentalised** according to _____.

- 1 function
- 2 product
- 3 location
- 4 customer

QUESTION 17

What **process** do managers use to transfer authority and responsibility to positions below them in the organisational hierarchy?

- 1 Decentralisation
- 2 Coordination
- 3 Delegation
- 4 Specialisation

QUESTION 18

Which one of the following statements best describes an organisation with a **flat organisational structure**?

- 1 There are many subordinates reporting to one manager.
- 2 There is a clear, unbroken line of authority.
- 3 Managers are underutilised in the organisation.
- 4 Subordinates have a clear reporting relationship to their supervisor.

STUDY UNIT 9: LEADING

It is recommended that you read **business case number 8: “Leading and controlling: South African business leadership in action”** (in the recommended book “*Business Cases*”) before attempting to answer **questions 19 and 20**. It is not compulsory that you do so, as the answers to the assignment questions can be found in ITBM.

QUESTION 19

CEOs such as Richard Branson and Elon Musk, have _____ **power** based on their position in their companies.

- 1 coercive
- 2 referent
- 3 legitimate
- 4 expert

QUESTION 20

Elon Musk believes in involving and enlisting large groups of people in solving problems. "This is especially true for the development of the new Hyperloop – a high speed train service between Los Angeles and San Francisco."

The team working on the development of the Hyperloop would be an example of a/an _____ **team**.

- 1 self-managed
- 2 cross-functional
- 3 problem-solving
- 4 informal

QUESTION 21

Match the term in column A with the correct description in column B.

Column A	Column B
(a) Competence	(i) A manager's reliability when it comes to telling the whole truth
(b) Consistency	(ii) A manager's willingness to protect another person
(c) Loyalty	(iii) A manager's reliability, predictability and good judgment in handling situations
(d) Openness	(iv) A manager's technical and interpersonal knowledge and skills

- 1 a(ii), b(i), c(iv) and d(iii)
- 2 a(iv), b(iii), c(ii) and d(i)
- 3 a(iii), b(i), c(iv) and d(ii)
- 4 a(i), b(iii), c(ii) and d(iv)

QUESTION 22

Which one of the following statements about **groups** is **correct**?

- 1 Group size does not affect the group's overall performance.
- 2 Homogeneous groups tend to outperform heterogeneous groups over time.
- 3 Group composition can influence a group's performance.
- 4 A weak relationship exists between performance norms and cohesiveness.

QUESTION 23

Which **leadership style** may be most appropriate in a business when the followers' task has an ideological component?

- 1 The contingency approach to leadership
- 2 Charismatic leadership
- 3 Transformational leadership
- 4 The cross-cultural leadership approach

QUESTION 24

Which one of the following **leadership theories** acknowledges that predicting leadership success is more complex than examining the traits and behaviours of successful leaders?

- 1 Fred Fiedler's contingency theory of leadership
- 2 The contingency approach to leadership
- 3 Paul Hersey's situational leadership model
- 4 Relationship-oriented leadership theory

STUDY UNIT 10: CONTROLLING THE MANAGEMENT PROCESS

QUESTION 25

"In 1938 Toyota launched 'just-in-time' (JIT) on a full-scale basis." The JIT philosophy is also incorporated in the Toyota production system. The JIT system is an example of a/an _____ **control system**.

- 1 quality
- 2 inventory
- 3 financial
- 4 product

QUESTION 26

At Toyota it is vital that its control system should accommodate change. This is an example of the _____ **characteristic** of its control system.

- 1 accuracy
- 2 integration
- 3 flexibility
- 4 simplicity

QUESTION 27

The Corolla, Auro and Verso (52 546 vehicles) were recalled in South Africa to correct a potentially faulty accelerator pedal mechanism.

The recalling of vehicles at Toyota represents which **step in the control process**?

- 1 Setting standards
- 2 Measuring actual performance
- 3 Evaluating deviations
- 4 Rectifying deviations

QUESTION 28

Measuring the **actual performance** represents step _____ of the **control process**.

- 1 one
- 2 two
- 3 three
- 4 four

QUESTION 29

The most **important advantage** of a **budget** is that _____.

- 1 it ensures that staff get paid
- 2 it ensures that employees are motivated to do their work
- 3 it facilitates effective control by placing a monetary value on operations
- 4 a budget is always flexible

QUESTION 30

If Thembi were to focus on the revenue of her cosmetics business, she would use a _____ **budget**.

- 1 cashflow
- 2 capital
- 3 production
- 4 sales

12 APPENDIX B: THE ASSIGNMENTS FOR STUDENTS REGISTERED IN SEMESTER 2

Both Assignment 01 and 02 are compulsory.

NB: THE FOLLOWING SET OF ASSIGNMENTS ARE TO BE COMPLETED BY STUDENTS REGISTERED FOR SEMESTER 2 ONLY

ASSIGNMENT 01

Assignment number	SECOND SEMESTER	
	Due Date	Unique number
01	24 August 2020	806819

This assignment covers chapters 1 to 4 of the prescribed book. We recommend submitting your assignment online on **myUnisa**. You may also use a **mark-reading sheet** to answer and submit the assignment.

This assignment consists of 20 multiple-choice questions.

Note: You must submit this assignment in order to obtain entrance to the examination!

STUDY UNIT 1: THE BUSINESS WORLD AND BUSINESS MANAGEMENT

QUESTION 1

The **primary purpose** in a **free-market system** is _____ while satisfying the needs of the people.

- 1 to work for the glory of the state
- 2 to ensure sustainability
- 3 to make a profit
- 4 to adhere to the ethics code of conduct

QUESTION 2

The economy in which Vodacom and MTN function is characterised by intense competition and rivalry. What **type of economy** is this?

- 1 Free-market economy
- 2 Competitive economy
- 3 Socialistic economy
- 4 Freedom economy

QUESTION 3

Charmaine is the owner of an exclusive guesthouse in Paternoster. She is busy planning for the tourist season in 2014 and she is assessing the viability of targeting the German market for the December holidays. Which **functional area** of her business will be responsible for this task?

- 1 General management
- 2 Operations
- 3 Marketing
- 4 Purchasing

QUESTION 4

Which **social force** protects consumers against malpractice and unsafe products from businesses?

- 1 Consumerism
- 2 Business ethics
- 3 Social responsibility
- 4 Consumer ethics

QUESTION 5

“SAB works with the government to get unlicensed outlets (shebeens) registered.” A shebeen falls in the _____ **sector** of the economy.

- 1 formal
- 2 informal
- 3 wholesale
- 4 municipal

STUDY UNIT 2: ENTREPRENEURSHIP

It is recommended that you read **business case number 1: “Entrepreneurship: MXit”** (in the recommended book “*Business Cases*”) before attempting to answer **question 6 to 8**. It is not compulsory that you do so, as the answers to the assignment questions can be found in ITBM.

QUESTION 6

Herman Heunis would have needed to conduct a feasibility study to establish whether his ICT consultancy company would be a successful venture. Which one of the following statements is **true** for a **feasibility study**?

- 1 A feasibility study is the same as a business plan.
- 2 A feasibility study is conducted after the business plan has been compiled.
- 3 A feasibility study mainly entails the gathering of data to help the entrepreneur decide whether or not to go ahead with an idea.
- 4 A feasibility study identifies and describes the nature of the business opportunity or the new venture.

QUESTION 7

Herman Heunis would have needed to consider what the future might offer, how this will affect the business, and what resources and actions are necessary to prepare for it. This refers to the following **management skill**:

- 1 Strategy skill
- 2 Planning skill
- 3 Marketing skill
- 4 Project management skill

QUESTION 8

According to the entrepreneurial process, what is the **last thing** Herman Heunis would have done before implementing his business?

- 1 Conducted a feasibility study
- 2 Developed his business plan
- 3 Hire employees
- 4 Registered his business's name

QUESTION 9

Vicky has just finished her degree at a well-known beauty school in Cape Town. She is interested in buying an existing salon. Which of the following would be an **advantage** of **buying an existing business**?

- a The image of the business is difficult to change.
- b It has an established customer base.
- c Employees are inherited rather than chosen.
- d Inventory will be in place.
- e Financing may be available from the owner.

- 1 a b c
- 2 a b d
- 3 b c e
- 4 b d e

QUESTION 10

Entrepreneurs have several traits and characteristics that make them successful. Which one of the following is **not a typical trait of an entrepreneur**?

- 1 An internal locus of control
- 2 Achievement motivation
- 3 Risk-taking
- 4 Industry knowledge

STUDY UNIT 3: ESTABLISHING A BUSINESS

It is recommended that you read **business case number 1 “Entrepreneurship: MXit”** (in the recommended book “*Business Cases*”) before attempting to answer **questions 11 and 12**. It is not compulsory that you do so, as the answers to the assignment questions can be found in ITBM.

QUESTION 11

What **type of company** is Clockspeed Mobile (Pty) Ltd?

- 1 Public company
- 2 Private company
- 3 State-owned company
- 4 Non-profit company

QUESTION 12

On 1 July 2006, Clockspeed Mobile (Pty) Ltd changed its name to MXit Lifestyle (Pty) Ltd. MXit is a private company, based in Stellenbosch (South Africa) and Port Louis (Mauritius). Which one of the statements about a **private company** is **correct**?

- 1 The public can subscribe to the shares of a private company.
- 2 A private company must have at least one director.
- 3 The shares of a private company are freely transferable.
- 4 A private company can list its shares on the stock exchange.

QUESTION 13

From a legal point of view, the most pertinent **consideration in choosing a form of business** is _____.

- 1 whether or not the enterprise can transfer its shares
- 2 whether or not the enterprise will have legal personality
- 3 the degree of control or management authority the entrepreneur will be able to exercise over the activities of the business
- 4 the potential for capital acquisition

QUESTION 14

Which one of the following is **NOT** a legal person?

- 1 Co-operative society
- 2 Close corporation
- 3 Partnership
- 4 Business trust

QUESTION 15

The **most important objective** of a **business plan** is to _____.

- 1 identify and describe the nature of the business opportunity
- 2 present a written plan of how the opportunity is to be exploited
- 3 provide instruments that the entrepreneur can use to lead the venture
- 4 attract investors to provide capital

STUDY UNIT 4: THE BUSINESS ENVIRONMENT

QUESTION 16

Which one of the following is **NOT** a variable in the **macro environment**?

- 1 The technological environment
- 2 The economic environment
- 3 The social environment
- 4 The competitive environment

It is recommended that you read **business case number 5 “General Management: Edcon”** (in the recommended book “Business Cases”) before attempting to answer **question 17 to 19**. It is not compulsory that you do so, as the answers to the assignment questions can be found in ITBM.

QUESTION 17

The increasing food and electricity costs are **variables** in the _____ **environment**, which has a/an _____ **influence** on Edcon.

- 1 macro/indirect
- 2 macro/direct
- 3 market/indirect
- 4 market/direct

QUESTION 18

The management of Edcon has _____ control over the **components of the market environment**.

- 1 direct
- 2 indirect
- 3 no
- 4 complete

QUESTION 19

Edcon understands the importance of environmental scanning in order to determine what factors in the environment pose threats or present opportunities to the business. If they decide to do a very **elementary form of scanning**, this will involve _____.

- 1 a special investigation carried out by members of the organisation's own staff
- 2 a special investigation carried out by outside consultants
- 3 the establishment of a scanning unit within the business
- 4 the updating of relevant secondary or published information obtainable from sources such as the media, statistics or banks

QUESTION 20

Beauty First is a Proudly South African company that produces beauty products from natural ingredients. Kiki, the chief executive officer (CEO) of Beauty First, is updating the organisation's initial business plan, as she wants to approach the bank for an additional loan to finance the upgrading of the laboratory. She has explained that it is a private company within the retail industry. She has also included a brief history of the company. Which section of the **business plan** is Kiki busy with?

- 1 Executive summary
- 2 General company description
- 3 Marketing plan
- 4 Management plan

ASSIGNMENT 02

Assignment number	SECOND SEMESTER	
	Due Date	Unique number
02	18 September 2020	650195

Assignment 02 covers chapters 5 to 10 in the prescribed book. We recommend submitting your assignment online on **myUnisa**. You may also use a **mark-reading sheet** to answer and submit the assignment.

This assignment consists of 30 multiple-choice questions.

Note: Assignment 02 is also a compulsory assignment

STUDY UNIT 5: CORPORATE SOCIAL RESPONSIBILITY

It is recommended that you read **business case number 4: “Corporate Social Responsibility: South African Breweries”** (in the recommended book *“Business Cases”*) before attempting to answer **question 1 to 4**. It is not compulsory that you do so, as the answers to the assignment questions can be found in ITBM.

QUESTION 1

SAB's investors must be provided with a means to query and assess the actions of the board and its committees. This is known as which one of the **characteristics** of **good corporate governance**?

- 1 Independence
- 2 Fairness
- 3 Responsibility
- 4 Accountability

QUESTION 2

Which **approach** of **stakeholder engagement** will SAB be following if they share knowledge with the various stakeholders in order to ensure that all participants have access to pertinent information?

- 1 Involvement
- 2 Candour
- 3 Relevance
- 4 Learning

QUESTION 3

SAB's flagship programmes directly support business essentials. The focus is on sports development, enriching communities and enterprise development.

The statement above refers to _____ **drivers** as the main reason why SAB implemented these programmes.

- 1 governmental
- 2 market
- 3 social
- 4 ethical

QUESTION 4

When SAB determines the most important issues where stakeholder engagement might be helpful and the kind of stakeholders to be considered for engagement, it would be part of the _____ **step** of the **stakeholder-engagement process**.

- 1 preparation
- 2 plan
- 3 design
- 4 evaluate

QUESTION 5

Which of the following statements are **correct** regarding the definition of **corporate social responsibility**?

- a A company's main responsibility involves its impact on society, which may not extend beyond legal compliance and liability of individuals.
- b Companies need to manage their relationships with the wider society for both commercial viability and to add value to society.
- c Companies are not directly responsible for the behaviour of others with whom they do business.
- d Companies have a responsibility for their impact on society and the natural environment.

- 1 a b
- 2 b c
- 3 a c
- 4 b d

STUDY UNIT 6: INTRODUCTION TO GENERAL MANAGEMENT

QUESTION 6

The _____ **level of management** is also referred to as supervisory management and is responsible for the various subsections forming part of a department.

- 1 top
- 2 middle
- 3 lower
- 4 functional

QUESTION 7

It is recommended that you read **business case number 5: “General Management: Edcon”** (in the recommended book “Business Cases”) before attempting to answer **questions 7 to 9**. It is not compulsory that you do so, as the answers to the assignment questions can be found in ITBM.

In the past year, Edcon focused mainly on upgrading of existing stores, but in line with its growth strategy, it has also formulated a long-term estate expansion plan for the future. In order to develop these growth strategies, Edcon management needed to have the mental capacity to view the business and its parts as a whole, referred to as _____ **skills**.

- 1 conceptual
- 2 interpersonal
- 3 technical
- 4 informational

QUESTION 8

Jurgen Schreiber, a German national who has 20 years' international experience in the retail industry, has recently been appointed as Edcon's chief executive officer (CEO). As the CEO and a representative figure of the company, maintaining good relations within the company and with the public, Jurgen Schreiber would be fulfilling a _____ **role** within the company.

- 1 decision-making
- 2 interpersonal
- 3 information
- 4 monitoring

QUESTION 9

If Jurgen Schrieber decides to follow a **management approach**, whereby the organisation focuses on its core business and outsources those activities not related to core business, he would be following the _____ **approach**.

- 1 learning organisation
- 2 re-engineering
- 3 total quality management
- 4 strategic management

QUESTION 10

Which one of the following does **NOT** form part of the **information role** of managers?

- 1 Monitor
- 2 Spokesperson
- 3 Analyser
- 4 Trouble-shooter

STUDY UNIT 7: PLANNING

QUESTION 11

Which one of the following statements about planning is **not** correct?

- 1 Managers should anticipate change in the environment.
- 2 Management should adjust their goals and plans accordingly when necessary.
- 3 Managers can change the business environment by planning.
- 4 Managers cannot predict the future.

Read the scenario below and answer questions 12 and 13 that follow.

In 2002, three boaters sailing from Mexico to Miami began dreaming about the perfect boat shoe, incorporating fashion, function and fun. The entrepreneur George B Boedecker Jr founded *Crocs Inc.*, and a new type of shoe was developed specifically for boaters. The first model produced by Crocs was the Crocs Beach, unveiled in 2002 at a Boat Show.

QUESTION 12

Crocs Inc. is now a world leader in innovative casual footwear for men, women and children, and it celebrated its 10th anniversary in 2012. By providing Crocs shoes to men, women and children, and not just boaters, Crocs Inc. followed a _____ **strategy**.

- 1 vertical-integration
- 2 diversification
- 3 product-development
- 4 market-development

QUESTION 13

As part of Crocs Inc's operational plans, it planned to build a warehouse during the first year of its production. This is known as a _____.

- 1 programme
- 2 project
- 3 standard procedure
- 4 budget

QUESTION 14

Which one of the following statements about **goals** is correct?

- 1 Goals may only be publicly stated.
- 2 Official goals represent the private goals of an organisation.
- 3 Operative goals are declared formally and publicly.
- 4 The degree of openness is concerned with whether goals are official or operative.

QUESTION 15

Reactive planning refers to _____.

- 1 revision of the organisation's goals and plans
- 2 deriving goals from the mission of the organisation
- 3 putting the plan into operation by organising the resources
- 4 selecting the right plan based on the internal and external environments

STUDY UNIT 8: ORGANISING

It is recommended that you read **business case number 5: “General Management: Edcon”** (in the recommended book “Business Cases”) before attempting to answer **question 16 and 17**. It is not compulsory that you do so, as the answers to the assignment questions can be found in ITBM.

QUESTION 16

Edcon applied product departmentalisation by grouping all its activities and resources into three divisions: human resources, financing and marketing. Which of the following are **disadvantages of product departmentalisation**?

- a Managers in each section concentrate their attention exclusively on their products and tend to lose sight of other products in the business.
 - b Specialised knowledge of employees is not used to maximum effect.
 - c The use of functional specialists and financial experts increases administrative costs.
 - d Decision-making is time-consuming as each section works towards separate goals.
-
- 1 a c
 - 2 b d
 - 3 a c d
 - 4 a b c d

QUESTION 17

Which of the following are factors that may influence Edcon's **organisational structure**?

- a The size of Edcon
 - b The staff employed by Edcon
 - c The location of Edcon
 - d The environment in which Edcon operates
-
- 1 a b
 - 2 c d
 - 3 a b d
 - 4 a b c d

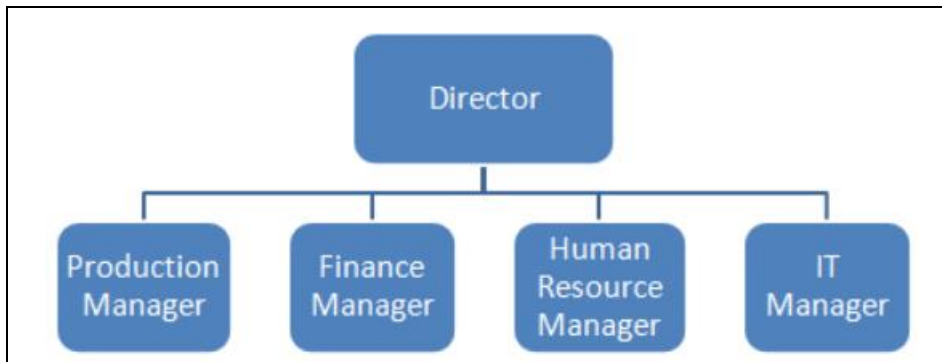
QUESTION 18

Which one of the following statements on organisational culture is **NOT** correct?

- 1 Organisational culture is seen as the personality of the business.
- 2 Organisational culture comprises basic values that are reflected in aspects such as office decor and dress regulations.
- 3 The type of organisational structure depends on the culture of the business.
- 4 The organising process is only used for a new structure that has led to the development of a new organisational culture.

QUESTION 19

The organisational chart below shows the layout and hierarchy within Intelligent IT Solutions:



In the organisational structure above, Intelligent IT Solutions is **departmentalised** according to _____.

- 1 customer
- 2 product
- 3 location
- 4 function

QUESTION 20

Which one of the following statements describes **job enlargement**?

- 1 Increase total number of tasks that a worker performs.
- 2 Move employees from one job to another.
- 3 Increase both the number of tasks and the control the worker has over the job.
- 4 Determine an employee's work-related responsibilities.

STUDY UNIT 8: LEADING

It is recommended that you read **business case number 5: “General Management: Edcon”** (in the recommended book “Business Cases”) before attempting to answer **question 21 to 23**. It is not compulsory that you do so, as the answers to the assignment questions can be found in ITBM.

QUESTION 21

Edcon describes one of its five pillars of leadership as **transformational leadership**, which can be defined as _____.

- 1 an exchange of rewards for compliance.
- 2 the leader’s effect on followers, namely that they develop trust, admiration, loyalty and respect for their leader.
- 3 motivating followers by appealing to their self-interest.
- 4 the ability of leaders to create and articulate a realistic, credible, attractive vision of the future of the organisation

QUESTION 22

What other factors will influence the **work performance** of employees at Edcon?

- 1 Values and ability
- 2 Work colleagues
- 3 Training, knowledge and skills
- 4 Bonuses

QUESTION 23

A group of employees at Edcon decides to start an action cricket team that play together once a week in an action cricket league. This is known as a _____ **group**.

- 1 command
- 2 interest
- 3 task
- 4 friendship

QUESTION 24

Which of the following are characteristics of **high-performance teams**?

- a Members are capable of adjusting their skills.
- b There is a clear understanding of the team’s goals.
- c High mutual trust is found among the team members.
- d Team leaders encourage members by allowing them to realise their potential.

- 1 a c d
- 2 b d
- 3 a b
- 4 a b c d

QUESTION 25

Your manager sent you a memorandum containing new information on bonus packages. The **memorandum** in this situation is the _____ in the **basic communication model**.

- 1 receiver
- 2 channel
- 3 message
- 4 sender

STUDY UNIT 9: CONTROLLING THE MANAGEMENT PROCESS

QUESTION 26

Which **step in the control process** involves important considerations such as what information and how much information should be fed back and to whom?

- 1 Establish standards
- 2 Measure actual performance
- 3 Evaluate deviations
- 4 Take corrective action

QUESTION 27

Which one of the following statements is **not** an advantage of a **budget**?

- 1 Budgets facilitate co-ordination between departments.
- 2 Budgets allow for flexibility within the organisation.
- 3 Budgets facilitate effective control by placing a money value on operations, enabling managers to pinpoint problems.
- 4 Budgets maintain records of organisational performance.

It is recommended that you read **business case number 8: “Leading and controlling: South African business leadership in action”** (in the recommended book “Business Cases”) before attempting to answer **question 28 and 29**. It is not compulsory that you do so, as the answers to the assignment questions can be found in ITBM.

QUESTION 28

Maria Ramos and her management team at Transnet identified two large problems, one had to do with financial concerns about weak financial performance and controls. In which **step of the control process**, would she have identified the weak financial performance?

- 1 Step 1: Setting standards
- 2 Step 2: Measuring actual performance
- 3 Step 3: Evaluating deviations (performance gap)
- 4 Step 4: Rectifying deviations

QUESTION 29

The problem within the human resources at Transnet included low morale and the lack of investment in human capital. Which one of the following is an instrument Transnet could make use of to **control their human resources**?

- 1 Performance measurement
- 2 Just-in-time system (JIT)
- 3 Total quality management (TQM)
- 4 Economic-ordering quantity (EOQ)

QUESTION 30

The _____ **budget** focuses on revenue and consists of sales budgets and contract budgets.

- 1 operational
- 2 financial
- 3 non-financial
- 4 liquidity

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