UNIVERSITY EXAMINATIONS

UNIVERSITEITSEKSAMENS

UNISA university of south africa

MNB1501 (497970) October/November 2011

BUSINESS MANAGEMENT 1A

Duration 2 Hours

70 Marks

EXAMINERS :
FIRST MS N DA SILVA-ESCLANA
SECOND PROF S RUDANSKY-KLOPPERS MS N LENHARD

This paper consists of 32 pages including 4 sheets of rough work paper (pages 29 to 32) plus instructions for the completion of one mark reading sheet

This examination paper remains the property of the University of South Africa and may not be removed from the examination room.

Please complete the attendance register on the back page, tear off and hand to the invigilator.

Each question counts one mark.

THE BUSINESS WORLD AND BUSINESS MANAGEMENT

1 Hyundai plans to establish a production plant in Port Elizabeth, South Africa Which one of the following elements forms part of **capital** as one of the production factors?

1 Computers and machines to be used at the plant
2 The metal to be used for the production of vehicles
3 The skills and talents of staff employed at the plant
4 The entrepreneurial spirit of employees

2 Within the _____economic system, profit as the prime objective is not allowed Employees are urged to work for the glory of the state Labour unions are controlled by the government Within this system, there is very limited choice of jobs and products As a result, productivity is very low

1 mixed economy
2 market economy
3 socialism
4 command economy

3 Which **one** of the following statements is **correct**?

1 In socialism the state controls the most important industries and resources
2 The state plays no role in a free-market economy
3 In a free-market economy business organisations may not exploit the consumer
4 In socialism, the state owns all the business organisations

4 A **public corporation** is a business_____

1 of which the public owns the majority of shares
2 that is owned and controlled by the state
3 that provides a service without seeking a profit
4 that is responsible for providing collective services in the community

5 Kitten Corner is an organisation based in Pretoria They collect, save, foster, rehabilitate and rehome abandoned kittens and adult cats Kitten Corner depends entirely on donations and financial support from the public and other private enterprises Their primary objective is to have a surplus of income over expenditure or at least to balance income with expenditure Kitten Corner is known as a_____

1 government organisation
2 non-profitseeking organisation
3 profitseeking organisation
4 public corporation

6 Within the market economy, **interference of the state** is kept to a/an_____

1 minimum
2 maximum
3 ad hoc basis

7 Tebogo is concerned about the limited natural resources within the petroleum industry She knows that the need for oil-based products seems to be insatiable and that oil is a limited resource Tebogo tries to explain to her friend, Thandi, that limited resources, such as oil, must be used in such a way to ensure the highest possible satisfaction of needs Tebogo is explaining the _____

1 Van der Klink needs theory
2 entrepreneurship principle
3 economic principle
4 hierarchy of needs principle

ENTREPRENEURSHIP

8 Peter intends opening a cell phone repair business in his rural community He is currently busy collecting information from the villagers that will help him establish whether the idea will work or not This information includes how many people in the area own cell phones and how often they require repair services for their cell phones

What is the **business term** for the activity Peter is currently undertaking?

1 Business study
2 Feasibility study
3 Business planning
4 Viability study

Read the scenario below and answer questions 9 to 13 that follow

Siya has started a new business, named Mama's Garden She started this initiative because of the lack of retail outlets in the rural area of Mthatha Mama's Garden produce, package and sell fresh produce and herbs to customers in the area She also supplies local schools and guesthouses on a twice-weekly delivery cycle Siya also assists with job creation as she employs local women to work in her nursery, packaging and delivery sections There are about 150 women employed by Siya, but she manages the business herself She has a fixed business premises in Mthatha and Mama's Garden is registered with the Department of Trade and Industry

9 Siya knows she should not rely on luck and fortune for the success of Mamma's Garden She needs to work hard and apply her abilities in order for the business to be a success She believes that she is in control of her own actions and that she has the ability to motivate her employees and persuade her customers to purchase produce and herbs from her

The **entrepreneurial trait** being described here is _____

1 achievement motivation
2 internal locus of control
3 innovation and creativity
4 risk-taking

10 Help Siya to fit the **management skills** in column A with the **correct description** in column B

Column A: Management skills	Column B: Description
a Strategy skill	i Determining the needs of the customers and guesthouses, how to satisfy their needs and building a relationship with each customer
b Planning skill	ii The ability to organise, set specific goals and draw schedules to ensure that fresh produce is available at the right place and the right time
c Marketing skill	iii The ability to keep track of expenditure, monitor cash flow and assess investments
d Project management skill	iv The ability to consider what the future might offer Mamma's Garden and what needs to be done now to prepare for it
	v The ability to deal with people, leadership and motivation
	vi The ability to consider Mamma's Garden as a whole and to understand how it fits within the market place

1 a (i) b(ii) c(v) d(iii)
2 a (ii) b(iv) c(vi) d(i)
3 a (v) b(ii) c(iii) d(iv)
4 a (vi) b(iv) c(i) d(ii)

11 Siya wants to expand her business to include preparation of meals for the elderly in her community She is looking at purchasing an existing business called Nature's Basket Which one of the following is an advantage of **purchasing an existing business**?

1 The employees at Nature's Basket are inherited rather than chosen
2 Siya could use the existing customer base for Nature's Basket
3 Siya might be liable for all previous contracts Nature's Basket had with suppliers
4 The equipment used at Nature's Basket will have to be replaced

12 **Corporate entrepreneurship** is _____

1 entrepreneurship within an existing business
2 entrepreneurship limited to initiatives from lower management
3 entrepreneurship based on business models on the internet
4 entrepreneurship with the aim of creating a social responsibility programme

13 Siya wants to franchise Mama's Garden Mavis wants to buy into the franchise and thus she becomes a franchisee Mavis has to adhere strictly to plans set up by Siya Is this statement true or false?

1 True
2 False

Read the scenario below and answer question 14 that follows.

Nathan and his wife love cats So much so that they have rescued and housed seven cats in their neighbourhood Cats have a wandering nature which comes to the fore once owners go on holiday When owners are away, cats start to wander the streets of Nathan's neighbourhood and might become startled and lost Nathan realised that looking after cats might be a wonderful business opportunity He considered opening a Cat hotel He spoke to a number of cat owners in his neighbourhood and found that they would consider leaving their cats in a facility where they would be looked after and nurtured during the holiday periods, setting the owners' minds at ease on the safety of their cats Nathan had to follow the entrepreneurial process in order to reach the implementation and launch of his idea

14 Put the following steps of the **entrepreneurial process** in order for Nathan's Cat hotel

a Nathan had to assess the opportunity of the Cat hotel and determine whether it was a feasible idea
b Nathan had to compile a business plan in order to obtain finance from the bank
c Nathan had to launch the Cat hotel and manage the new business
d Nathan had to clarify whether he and his wife have all the abilities and skills it takes to start the Cat hotel
e Beside capital, Nathan had to determine whether they have time, energy and other resources in order to launch the Cat hotel

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

15 Match the concept in column A with the explanation in column B

Column A		Column B	
a	Entrepreneurship	(i)	Starting your own business
b	Capital	(ii)	Borrowing R100 000 from ABSA
c	Natural resources	(iii)	Having a borehole on the farm so that you can irrigate your own vegetables
d	Human resources	(iv)	Acquiring a BCom degree
e	Management	(v)	Making decisions such as planning, organising, leading and control

1 a (v), b (ii), c (iii), d (iv), e (i)
2 a (i), b (ii), c (iii), d (v), e (iv)
3 a (i), b (ii), c (iii), d (iv), e (v)
4 a (ii), b (i), c (iv), d (v), e (iii)

ESTABLISHING A BUSINESS

16 A **juristic person** is _____

1 someone seeking justice for all in a third-world country
2 an attorney
3 a form of business that exists independently from its members
4 a sole proprietorship

Read the scenario below and answer questions 17 to 22 that follow.

Buntle has started a new business, named Beads for Africa Beads for Africa was established after Buntle had listened to her gogo (grandmother) and her gogo's friends These women made beaded adornments that several manufacturers of leather products in the KwaZulu-Natal Midlands area used These leather manufacturers included the well-known Tsonga shoe manufacturers and Groundspeak leather handbag manufacturers Buntle's grandmother and friends had to obtain the beads they needed for the adornments they made from Johannesburg There were several delays in bead orders, which often led to delays in providing the beaded adornments or even cancellations of these adornments by the shoe and handbag manufacturers Buntle decided that she would start this business to help her gogo have a regular supply of beads In turn, the women could deliver on their orders

17 Buntle decided to start "Beads for Africa" as a sole proprietorship Which one of the following is correct regarding a **sole proprietorship**?

1 The law treats a sole proprietorship as a separate estate for the purposes of sequestration
2 If Buntle should die, "Beads for Africa" will continue
3 Buntle is personally liable for the debts of "Beads for Africa", without limitation
4 Buntle can transfer shares by means of a general meeting

18 Buntle decided to change the format of "Beads for Africa" from a sole proprietorship to a partnership She decided to contact two of her close friends, Nomsa and Thandi They agreed to form a **partnership** The friends soon realised that the partnership was not seen as a separate taxpayer, but rather that each of the friends was taxed by SARS (South African Revenue Service) individually, based on their income from the partnership Is this correct or is this an error of SARS?

1 Yes, this is correct
2 No, this is an error of SARS

19 After much debate, the three friends Buntle, Nomsa and Thandi decided to register their business, "Beads for Africa", as a close corporation (CC) A **close corporation** is created by _____

1 a memorandum of association
2 the registration of a founding statement
3 the transfer of shares
4 a general meeting of members

20 Which one of the following considerations is correct, which Buntle, Nomsa and Thandi need to take into consideration when wishing to register a **private company**?

1 The general public can subscribe to the shares of a private company
2 The name of the private company must end with "Limited" or "Ltd"
3 The articles of association must contain a restriction on the transferability of shares of a private company
4 A private company must have at least two directors but the number of members is unlimited

21 Buntle is writing a business plan for "Beads for Africa" She is busy with the marketing plan and she needs to know what the marketing plan sets out to achieve Help her complete the following

The **marketing plan** _____

1 explains the history of the company, the type of business and the legal organisation
2 determines the key players in the business such as investors and the management team, while also stating their experience and competencies
3 describes the facilities and the labour to be used, raw materials and processing requirements
4 identifies the customers and the competitors

22 Buntle wants to look in Howick at a fixed location for "Beads for Africa" She needs to consider several location factors, one of which is the social environment Which one of the following explains what Buntle needs to make provision for considering the **social environment,** when looking at Howick as a location for "Beads for Africa"?

1 The attitude of local authorities in Howick to industrial development as well as health regulations, building regulations and property rates and taxes
2 The provision of housing, education and medical services for the employees of "Beads for Africa" in Howick
3 The availability of electricity and water for "Beads for Africa" in Howick
4 The availability of banking, postal and communication services in Howick

23 Which one of the following factors **does not** need to be considered when choosing a form of enterprise?

1 The liability of the owner
2 The degree of control or management authority
3 Compliance with legal and regulatory requirements
4 Amount of profit

THE BUSINESS ENVIRONMENT

24 The nature and intensity of **competition** in a particular industry are determined by five factors Which one of the following can be considered such a factor?

1 The threat of new entrants
2 The Internet
3 The economic environment
4 The development of a mission statement

Read the scenario below and answer questions 25 to 31 which follow.

Thembi has started a business by the name of Soil Buddies in the Moreleta Park area, Pretoria She has become very concerned about the vast amounts of reusable and recyclable materials dumped on our landfills After doing an immense amount of research she realised that citizens in the Pretoria area are in need of a supplier of vermicompost equipment Vermicompost is the process by which fruit and vegetables destined to be thrown away can be turned into the best organic compost with the use of a type of earthworm These earthworms are different from the garden variety as they break down organic matter and turn it into fertilizer, which could be used in the garden Soil Buddies obtains uniquely designed wormboxes from local manufacturers and supplies the first batch of worms as part of the final product

25 Thembi was inspired to look for something she could contribute to society at large She could not help but notice the vast amounts of media coverage about global warming and climate change She learned that the increasing size of our landfills poses a big problem for future generations Thembi's realisation that the amount of recyclable and reusable material ending up in our landfills could be limited by composting organic matter is due to a change in the_____

1 microenvironment
2 market environment
3 macroenvironment

26 Bokashi bins (an easy way of composting organic and non-organic matter inside a closed bin using a bran mixture) has taken the world by storm This method of composting competes with vermicompost, such as Soil Buddies Competitors, such as Bokashi kitchen composters, make up part of the _____ which has _____ influence on vermicomposting enterprises such as Soil Buddies

1 macroenvironment, a direct
2 market environment, a direct
3 macroenvironment, an indirect
4 market environment, an indirect

27 Thembi realises that after the recession people will still struggle to make ends meet She knows that her target market might not have any interest in purchasing a wormbox _____ income is referred to as the portion of personal income that remains once personal tax and credit payments have been deducted

1 Personal disposable
2 Personal taxable
3 Personal
4 Monthly

28 Thembi wants to aim her marketing attempts at women She knows that because there are more and more women in the workplace, she can focus her marketing efforts at this market Women are also more involved in the decision-making of companies She wants to appeal to these women to look into vermicomposting as a clean and organic means of getting rid of waste food with the benefit of compost The **changing role of women** is _____variable that forms part of the **macroenvironment**

1 a demographic change
2 an economic
3 a consumer
4 a social

29 Thembi is interested in **environmental scanning**, but she is not too sure of its importance She asks you for advice Read the statements on the importance of environmental scanning below

a The environment in which Thembi operates is continually changing and it is important to keep abreast of change
b Should Thembi continuously monitor the environment systematically, she will be more successful
c Thembi needs to scan the environment in order to determine opportunities that might arise in order for her to attain the goals of Soil Buddies more effectively
d Thembi needs to scan the environment in order to be aware of any possible threats to her business

How many of the statements above are true?

1 One
2 Two
3 Three
4 Four

30 The microenvironment is also known as the **task environment** Is this statement true or false?

1 True
2 False

31 Which of the following are **social environmental trends** that Thembi needs to be aware of?

1 The GDP (gross domestic product) of South Africa in the last quarter of 2008 was 3 1%
2 Eskom proposes an increase of 45% per annum for the next three years to combat the cost of energy in South Africa
3 The Gautrain will be the first rapid rail service in South Africa available to commuters early in 2011
4 South African population figures are black 79 7%, white 9 1%, coloured 8 8%, Asian (Indian) 2 2%

CORPORATE SOCIAL RESPONSIBILITY

32 Corporate social responsibility impacts on various areas of the different business functions within a company. Which statement regarding the different **business functions** is **correct**?

1 Good corporate social responsibility practices can create market opportunities and increase competitiveness of companies that use innovation to develop products and services based on sustainability criteria
2 The finance manager is often the easiest to convince of the advantages of implementing good corporate citizenship in an organisation, since all the benefits of corporate citizenship practices can be converted into rand and cent
3 Corporate social responsibility cannot help to increase employee satisfaction and loyalty, improve recruitment and retention and build a long-term pipeline of employees
4 Corporate social opportunity forms an integral part of the operations function and focuses on the development and delivery of quality products by involving the entire company

33 Match the term in the Column A to the description in Column B

Column A Term	Column B Description
a Sustainable development	(i) Refers to the increasing expectations for companies to publicly report not just on financial matters, but also on social and environmental issues
b Corporate social investment	(ii) Refers to how a company's objectives and strategy and decision-making structures are developed, implemented and monitored
c Sustainability reporting	(iii) Refers to the need to improve the lives of poor people and to protect the natural environment
d Corporate governance	(iv) Refers to a company's philanthropic initiatives, such as sponsorships for students

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

Read through the case study below and answer questions 34 to 36.

Case study: Reed Elsevier – Corporate responsibility and stakeholders

Reed Elsevier is a leading provider of professional research information to organisations around the world Reed Elsevier was formed in 1993 when the businesses of the British publisher Reed International and the Dutch publisher Elsevier NV merged The Reeds were Methodists and took a philanthropic approach to the business This means that they applied the present-day idea of corporate responsibility within the company They promoted health and safety for their workers and better standards of living The company now operates in more than 200 locations worldwide and annual revenues for 2009 were £6 billion

Corporate responsibility is an integral part of the business Shareholders, as investors, take a financial stake in the company by purchasing shares They will look for the best return on investment, which is usually made in the form of a share of the profits Employees at all levels are also an important stakeholder group Reed Elsevier needs to retain its diverse and talented employees, who bring professionalism and energy to their roles This helps the business to provide the highest levels of customer service, attract new customers and retain existing ones Customers expect good value, high-quality products and great service Reed Elsevier achieves this through close relationships and consultation with the customer Suppliers also hold a stake in the company to which they provide materials and services As part of the company's Socially Responsible Supplier Programme, suppliers are asked to sign the Reed Elsevier Supplier Code of Conduct

Corporate responsibility touches on all aspects of the business and strengthens Reed Elsevier's business The company believes that by living up to its responsibility to contribute positively to its employees, customers, society and the environment in carrying out its business, it has a sustainable business model that is leading to growth

34 Reed Elsevier's market leadership comes from focusing on the needs of all of its stakeholders – internal and external The key **internal stakeholders** of the company consist of the _____

1 customers and suppliers
2 suppliers and employees
3 executive board members, employees and management
4 customers and employees

35 The key **external stakeholders** of the company consist of the _____

1 customers and suppliers
2 suppliers and employees
3 executive board members, employees and management
4 customers and employees

36 Reed Elsevier wishes to embark on a **stakeholder engagement process** Which of the following **basic steps** would they need to follow?

1 prepare, plan, design, engage, evaluate, apply
2 plan, organise, leadership, control
3 prepare, control, design, engage, evaluate, corrective action
4 establish standards, measure actual performance, evaluate deviations, take corrective action

37 _____ deals mainly with the effective development and delivery of a satisfactory product offering to the market in such a way that it meets the needs of the organisation, the consumer and the community

1 Procurement
2 Marketing
3 Human resources
4 Public relations

38 Which one of the following statements about **corporate social responsibility** is **incorrect**?

1 Good governance is solely about effective leadership
2 Sustainability is the primary moral and economic imperative for the 21st century
3 Sustainability reporting is a key facet of good corporate governance
4 Innovation, fairness and collaboration are important factors regarding sustainability

39 In an attempt to assist the victims of the 2008 xenophobic attacks in South Africa, the university held a charity golf day to raise funds for foreign students who lost their study material or books in the xenophobic attacks These actions are indicative of the university fulfilling its _____ imperative

1 triple bottom line
2 sustainable development
3 corporate social responsibility
4 total quality management

PLANNING

40 Mr Dlamini is a newly appointed manager for General Motors, Hatfield Rank the **basic management tasks** that he will have to perform in the **correct order**

a Leading
b Organising
c Planning
d Control

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

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

Column A	Column B
a Mission	(i) A goal-setting technique whereby managers and employees jointly define goals for the business
b Organisational goal	(ii) "To become the most safe, consistent, reliable and profitable of the train operating franchises in a climate that respects different views and where people need not be afraid to be open and honest"
c Management by objectives	(iii) The purpose as set out by the management of the organisation
d Vision	(iv) A specific achievement to be attained at a specific future date

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

42 The **mission statement** spells out the mission or overarching goal of the organisation In the mission statement, the organisation answers the following questions

1 What is our business? Who are our employees (labour force)?
2 What is our business? Who are our customers (markets)?
3 What are the strategic goals of our business? What is our vision?
4 What are the strategic goals of our business? What are our products?

43 Which one of the following statements about **strategic goals** is **incorrect**?

1 Middle managers are responsible for formulating strategic goals that apply to the organisation as a whole over the medium term
2 Strategic goals include a vision, a mission statement and long-term goals
3 Long-term strategic goals are derived from the organisation's mission statement
4 Strategic goals should be clear, since tactical goals derive from them

44 Kathryn has a PhD in molecular biology and is part of the board of directors at a plant science business that is committed to promoting sustainable agriculture through innovative research and technology When she started at the company as a scientist, she managed a research team and it was vital that their work met deadlines in order to get products developed for their customers

At **top-level management**, Kathryn is responsible for formulating the _____ for the entire organisation

1 strategic goals
2 medium-term goals
3 tactical goals
4 operational goals

45 As a manager and scientist, it is important that Kathryn has good time management, planning and communication skills Place the steps of the **planning process** in the correct order that Kathryn should follow when planning

a The right plan has to be selected based on information about the internal and external environments
b Identification of the mission and formulation of goals
c Revision of goals and plans
d Execution of the plan throughout the rest of the management process

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

46 Which **one** of the following statements about developing **alternative plans** is **correct**?

1 Kathryn only needs to monitor the structural changes in the incomes of different consumer groups and not the economic growth rate and business cycle
2 Kathryn does not have to consider threats when developing alternative plans
3 Kathryn should aim to capitalise on the organisation's strengths, such as particular skills, capital and the image of the organisation
4 When developing alternative plans, Kathryn does not have to take cognisance of the strengths and weaknesses in the organisation's internal environment

ORGANISING

47 Specsavers is one of the best-known names in optical retailing in Britain A typical Specsavers store has a hierarchical structure, with layers of employees reporting up the chain The business owners (directors) are at the top of the hierarchy They delegate responsibility for different tasks to employees lower down, so that everybody knows who is in charge of what activities This is known as _____

1 the span of management
2 the chain of command
3 responsibility
4 authority relationship

48 Specsavers has a high hierarchical structure Tall structures have _____ layers and _____ spans of control

1 many, big
2 few, big
3 many, small
4 few, small

49 A key principle of organising is the concept of span of management A **narrow span of management** leads to _____

1 managers being over worked
2 a greater span of management
3 less subordinates for each manager
4 less intensive supervision of subordinates

50 Which **one** of the following statements about **departmentalisation** is **correct**?

1 The way a business is departmentalised solely depends on the size of the business
2 Departmentalisation is not a result of specialisation
3 Customer departmentalisation refers to activites that are grouped according to knowledge, skills, experience or training
4 Departmentalisation promotes specialisation, since it is necessitated by the logical grouping of activites that belong together

51 Joe owns a furniture store, named Treasure Inc He imports and sells exotic furniture from Bali, India, Indonesia and China Joe knows that he is not an administrator and decided to employ the services of an accountant He is too busy buying and selling stock from the different countries to even consider embarking on a marketing strategy He decided to employ an internet marketing expert to get Treasure Inc's online\ marketing strategy under way Job design has taken place in Treasure Inc by means of _____

1 work specialisation
2 product departmentalisation
3 a matrix organisational structure
4 coordination

52 Joe decided to employ three salespeople for Treasure Inc The first salesperson, Naledi, will deal with customers from the general public Nomsa, the second salesperson, will deal with the decorators in the decor and interior decorating industry Nandi is the third salesperson and will market Treasure Inc furniture to restaurant and guesthouse owners Which type of **departmentalisation** is being depicted here?

1 Functional departmentalisation
2 Product departmentalisation
3 Location departmentalisation
4 Customer departmentalisation

53 Which one of the following statements regarding the **factors that influence organising** is **incorrect**?

1 Within a turbulent environment, change is the norm rather than the exception
2 The greater the size of the business, the more departments will be required
3 Strategy should follow structure
4 Organisational culture can be seen as the personality of the organisation

54 Karla is starting her own fashion boutique that will not only have a sales outlet but also a factory, head office and coffee shop She is concerned that she will not be able to manage the outlets effectively and has asked you to help her with organising the business Which of the following is **not** a **building block of organising** that she could use in constructing her business?

1 Designing jobs
2 Motivating her employees
3 Ensuring she has full power of authority
4 Establish a command structure

55 Which **one** of the following statements about factors that influence Karla while she is busy organising her boutique is **incorrect**?

1 Because her business is quite complex and big, she will require less specialisation with only a few departments
2 The beliefs and values shared by her managers should be evident in the type of structure she chooses
3 The level of competence of her staff members are closely related to that of the organisational structure Karla will eventually choose
4 Because Karla employs new technology in the making of her exclusive wedding gowns, she will require more levels of management

LEADING

Read the scenario below and answer questions 56 to 57 that follow.

Mpho is a sales consultant at the furniture shop Weatherly's in Nelspruit She has been working as a sales consultant for 4 years However, she is not satisfied in her current position as a sales consultant and feels that she has enough experience to get promoted to a higher status within the organisation Mpho hopes to be promoted to assistant manager in the next year and has enrolled for additional management courses to improve her chances of being promoted to a managerial position Her ultimate goal is to become regional manager one day

56 Mpho's decision to enrol for additional managerial courses to improve her chances of being promoted to a managerial position represents the _____ step in the **motivation process**

1 first
2 second
3 third
4 fourth

57 One day when Mpho becomes regional manager, she will posses _____ power as she will have the right to insist that employees do their work and the right to discipline or dismiss them if they fail to comply

1 coercive
2 legitimate
3 reward
4 expert

58 Motivation is not the only factor that influences work performance The **variables that determine performance** are _____

1 motivation, ability and skills
2 motivation, intelligence and resources
3 motivation, ability and resources
4 motivation, capital and skills

59 Stephan has considerable knowledge when it comes to the field of chemical engineering By using his knowledge, he is exerting _____ power over the new pharmaceutical drug project at his company

1 referent
2 expert
3 expert
4 coercive

60 Which one of the following statements about **motivation** is **correct**?

1 Motivation is an extrinsic process and therefore managers can motivate their employees
2 Motivation is the inner desire to satisfy an unsatisfied need
3 The motivation process starts with a certain behaviour or action
4 A manager does not need to understand what motivates the behaviour of his employees in order to influence their work performance

61 The _____ acknowledges that predicting leadership success is more complex than examining the traits and behaviours of successful leaders

1 trait theory
2 behavioural theory
3 situational leadership model
4 contingency approach

62 Place Maslow's hierarchy of needs from the **lowest to the highest** need

1 Physiological, social, security, esteem and self-realisation
2 Security, physiological, social, esteem and self-realisation
3 Physiological, security, social, esteem and self-realisation
4 Social, physiological, security, self-realisation and esteem

63 Match the type of team in column A with the correct description in column B

Column A		Column B	
a	Problem-solving teams	(i)	These teams take on the responsibilities from their former managers, including tasks such as planning, scheduling and control
b	Self-managed teams	(ii)	These teams comprise employees at the same hierarchical level, but from different work areas, who come together to accomplish a task
c	Cross-functional teams	(iii)	These teams comprise employees from the same department who meet regularly to discuss ways of improving quality, efficiency and the work environment

1 a (i) b (iii) c (ii)
2 a (iii) b (i) c (ii)
3 a (i) b (ii) c (iii)
4 a (ii) b (i) c (iii)

CONTROL THE MANAGEMENT PROCESS

64 The **primary purpose** of the control process is to _____

1 establish the standards that have to be maintained
2 see that the results come as close as possible to the objectives
3 take corrective action to counteract deviations
4 continually analyse the cause of deviations

Read the case study below and answer questions 65 to 67 that follow.

Kraft is the world's second largest food company, employing 110 000 staff in 60 countries The company originated in Chicago as a wholesale cheese business in 1903 Since then it has experienced continual growth by merging with and acquiring other businesses Today it has a range of power brands that are household names such as Philadelphia cheese and Kenco Coffee Kraft has several important objectives related to its vision such as being the employer of choice, being a food industry high performer, becoming an indispensable partner to customers, being a responsible organisation and a positive force in the communities in which Kraft employees live, work and make its products, and to remain focused and innovative

Budgets help Kraft to meet these objectives in a planned forward-thinking way Budgets are created through consultation with all areas of the business, to achieve a shared understanding about objectives for the future visions of their teams To be effective Kraft recognises that a budget must be challenging but also realistic, so that people feel it can be achieved and is worth working towards One important element is to identify cost savings that can be re-invented to continue to grow Kraft's power brands and to develop its people

65 Last year Kraft experienced a 10% decrease in sales and decided to focus on controlling business by consolidating some of the company's organizational structures, internal processes and systems This was of absolute necessity to ensure that the poor performance did not repeat itself in the following year Which **step** in the **control process** did Kraft undertake here?

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

66 Kraft understands that making use of budgets has various advantages Which of the following statements is **the most important advantage** of a budget?

1 Budgets facilitate co-ordination between departments and maintain records of organizational performance
2 Budgets ensure flexibility within the organization
3 Budgets facilitate effective control by placing a money value on operations, enabling managers to pinpoint problems
4 Budgets keep costs as low as possible, without causing shortages or delays

67 Which one of the following statements about **budgetary control** is **incorrect**?

1 Budgets can only be expressed in financial magnitudes
2 A budget is a formal plan expressed in financial terms that indicates how resources are to be allocated to different activities or departments
3 A budget supports management in co-ordinating resources, departments and projects
4 A budget defines or sets standards that are vital to the control process

68 Kraft's tangible assets such as buildings, office equipment and furniture, vehicles, trading stock and finished products are known as an organization's _____ resources

1 human
2 financial
3 physical
4 information

69 Thapelo owns a big furniture company called Fine Furniture and has been in the business for over 10 years He understands how important it is to use control procedures to ensure that his business progresses towards its goals, and that resources are being used properly and productively He realises that a **control process** is necessary for the following reason

1 Control is the first step in the business management process and is linked with planning, organising and leading
2 Control helps companies adapt to environmental change
3 Control is only necessary in large organisations that have complex networks and narrow structures
4 Control helps to increase costs

70 Which is the control system Thapelo will use for the control of **human resources** in the organization?

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

©

Unisa 2011

ROUGH WORK

ROUGH WORK

ROUGH WORK

ROUGH WORK

UNIVERSITY OF SOUTH AFRICA UNISA university of south africa UNIVERSITEIT VAN SUID-AFRIKA

EXAMINATION MARK READING SHEET EKSAMEN-MERKLEESBLAD

PART 1 (GENERAL/ALGEMEEN) DEEL 1

STUDY UNIT e g PSY100 X
STUDIE EENHEID bv PSY100 X

1

PAPER NUMBER
VRAESTELNOMMER

2

INITIALS AND SURNAME
VOORLETTERS EN VAN

3

DATE OF EXAMINATION
DATUM VAN EKSAMEN

4

EXAMINATION CENTRE (E G PRETORIA)
EKSAMENSENTRUM (BV PRETORIA)

5

STUDENT NUMBER
STUDENTENOMMER

6

7

UNIQUE PAPER NO
UNIEKE VRAESTEL NR

8

9

For use by examination invigilator
Vir gebruik deur eksamenopsiener

IMPORTANT

1 USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
2 MARK LIKE THIS ●
3 CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
4 ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT
5 CHECK THAT YOUR STUDENT NUMBER HAS BEEN FILLED IN CORRECTLY
6 CHECK THAT THE UNIQUE NUMBER HAS BEEN FILLED IN CORRECTLY
7 CHECK THAT ONLY ONE ANSWER PER QUESTION HAS BEEN MARKED
8 DO NOT FOLD

BELANGRIK

1 GEBRUIK SLEGS N HB POTLOOD OM HIERDIE BLAD TE VOLTOOI
2 MERK AS VOLG ●
3 KONTROLEER DAT U VOORLETTERS EN VAN REG INGEVUL IS
4 VUL U STUDENTENOMMER VAN LINKS NA REGS IN
5 KONTROLEER DAT U DIE KORREKTE STUDENTENOMMER VERSTREK HET
6 KONTROLEER DAT DIE UNIEKE NOMMER REG INGEVUL IS
7 MAAK SEKER DAT NET EEN ALTERNATIEF PER VRAAG GEMERK IS
8 MOENIE VOU NIE

PART 2 (ANSWERS/ANTWOORDE) DEEL 2

10

1	c1 c2 c3 c4 c5	36	c1 c2 c3 c4 c5	71	c1 c2 c3 c4 c5	106	c1 c2 c3 c4 c5
2	c1 c2 c3 c4 c5	37	c1 c2 c3 c4 c5	72	c1 c2 c3 c4 c5	107	c1 c2 c3 c4 c5
3	c1 c2 c3 c4 c5	38	c1 c2 c3 c4 c5	73	c1 c2 c3 c4 c5	108	c1 c2 c3 c4 c5
4	c1 c2 c3 c4 c5	39	c1 c2 c3 c4 c5	74	c1 c2 c3 c4 c5	109	c1 c2 c3 c4 c5
5	c1 c2 c3 c4 c5	40	c1 c2 c3 c4 c5	75	c1 c2 c3 c4 c5	110	c1 c2 c3 c4 c5
6	c1 c2 c3 c4 c5	41	c1 c2 c3 c4 c5	76	c1 c2 c3 c4 c5	111	c1 c2 c3 c4 c5
7	c1 c2 c3 c4 c5	42	c1 c2 c3 c4 c5	77	c1 c2 c3 c4 c5	112	c1 c2 c3 c4 c5
8	c1 c2 c3 c4 c5	43	c1 c2 c3 c4 c5	78	c1 c2 c3 c4 c5	113	c1 c2 c3 c4 c5
9	c1 c2 c3 c4 c5	44	c1 c2 c3 c4 c5	79	c1 c2 c3 c4 c5	114	c1 c2 c3 c4 c5
10	c1 c2 c3 c4 c5	45	c1 c2 c3 c4 c5	80	c1 c2 c3 c4 c5	115	c1 c2 c3 c4 c5
11	c1 c2 c3 c4 c5	46	c1 c2 c3 c4 c5	81	c1 c2 c3 c4 c5	116	c1 c2 c3 c4 c5
12	c1 c2 c3 c4 c5	47	c1 c2 c3 c4 c5	82	c1 c2 c3 c4 c5	117	c1 c2 c3 c4 c5
13	c1 c2 c3 c4 c5	48	c1 c2 c3 c4 c5	83	c1 c2 c3 c4 c5	118	c1 c2 c3 c4 c5
14	c1 c2 c3 c4 c5	49	c1 c2 c3 c4 c5	84	c1 c2 c3 c4 c5	119	c1 c2 c3 c4 c5
15	c1 c2 c3 c4 c5	50	c1 c2 c3 c4 c5	85	c1 c2 c3 c4 c5	120	c1 c2 c3 c4 c5
16	c1 c2 c3 c4 c5	51	c1 c2 c3 c4 c5	86	c1 c2 c3 c4 c5	121	c1 c2 c3 c4 c5
17	c1 c2 c3 c4 c5	52	c1 c2 c3 c4 c5	87	c1 c2 c3 c4 c5	122	c1 c2 c3 c4 c5
18	c1 c2 c3 c4 c5	53	c1 c2 c3 c4 c5	88	c1 c2 c3 c4 c5	123	c1 c2 c3 c4 c5
19	c1 c2 c3 c4 c5	54	c1 c2 c3 c4 c5	89	c1 c2 c3 c4 c5	124	c1 c2 c3 c4 c5
20	c1 c2 c3 c4 c5	55	c1 c2 c3 c4 c5	90	c1 c2 c3 c4 c5	125	c1 c2 c3 c4 c5
21	c1 c2 c3 c4 c5	56	c1 c2 c3 c4 c5	91	c1 c2 c3 c4 c5	126	c1 c2 c3 c4 c5
22	c1 c2 c3 c4 c5	57	c1 c2 c3 c4 c5	92	c1 c2 c3 c4 c5	127	c1 c2 c3 c4 c5
23	c1 c2 c3 c4 c5	58	c1 c2 c3 c4 c5	93	c1 c2 c3 c4 c5	128	c1 c2 c3 c4 c5
24	c1 c2 c3 c4 c5	59	c1 c2 c3 c4 c5	94	c1 c2 c3 c4 c5	129	c1 c2 c3 c4 c5
25	c1 c2 c3 c4 c5	60	c1 c2 c3 c4 c5	95	c1 c2 c3 c4 c5	130	c1 c2 c3 c4 c5
26	c1 c2 c3 c4 c5	61	c1 c2 c3 c4 c5	96	c1 c2 c3 c4 c5	131	c1 c2 c3 c4 c5
27	c1 c2 c3 c4 c5	62	c1 c2 c3 c4 c5	97	c1 c2 c3 c4 c5	132	c1 c2 c3 c4 c5
28	c1 c2 c3 c4 c5	63	c1 c2 c3 c4 c5	98	c1 c2 c3 c4 c5	133	c1 c2 c3 c4 c5
29	c1 c2 c3 c4 c5	64	c1 c2 c3 c4 c5	99	c1 c2 c3 c4 c5	134	c1 c2 c3 c4 c5
30	c1 c2 c3 c4 c5	65	c1 c2 c3 c4 c5	100	c1 c2 c3 c4 c5	135	c1 c2 c3 c4 c5
31	c1 c2 c3 c4 c5	66	c1 c2 c3 c4 c5	101	c1 c2 c3 c4 c5	136	c1 c2 c3 c4 c5
32	c1 c2 c3 c4 c5	67	c1 c2 c3 c4 c5	102	c1 c2 c3 c4 c5	137	c1 c2 c3 c4 c5
33	c1 c2 c3 c4 c5	68	c1 c2 c3 c4 c5	103	c1 c2 c3 c4 c5	138	c1 c2 c3 c4 c5
34	c1 c2 c3 c4 c5	69	c1 c2 c3 c4 c5	104	c1 c2 c3 c4 c5	139	c1 c2 c3 c4 c5
35	c1 c2 c3 c4 c5	70	c1 c2 c3 c4 c5	105	c1 c2 c3 c4 c5	140	c1 c2 c3 c4 c5

Specimen only