UNIVERSITY EXAMINATIONS

UNIVERSITEITSEKSAMENS

UNISA university of south africa

MNB1501 (478211) May/June 2012
RMB151K (472914)

BUSINESS MANAGEMENT 1A

Duration 2 Hours

70 Marks

EXAMINERS :
FIRST MS N LENHARD
SECOND MS N DA SILVA-ESCLANA

This paper consists of 26 pages including 4 sheets of rough work paper 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 **Profit** is the driving force within the _____and _____economic systems

1 market , command
2 socialism , command
3 command , mixed
4 market , socialism

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

1 Tabitha's need for self esteem will only be satisfied once her lower order needs have been met
2 Tanner's need for love and recognition will be satisfied after he satisfies his self-realisation needs
3 Thomas will first satisfy some of his security needs before he satisfies his survival needs
4 Self-realisation needs are lower order needs

3 Nadia has just completed her degree in Business Management at Unisa She is quite keen to start her own business where she will sell wedding dresses online She registered her business under the name Nadia's Wedding Couture and is planning on purchasing a small car that she will use to deliver her wedding dresses She has also secured a contract with a supplier, Middestad Fabrics, which will provide her with high quality fabrics and accessories at reasonable prices Which one of the following statements is **correct**?

1 The talents and skills of Nadia's seamstresses are invaluable to her, and makes part of the entrepreneurship production factor
2 The small car that Nadia purchased from AutoDirect is part of the final product provided by Nadia's Wedding Couture
3 The Elna and Singer sewing machines Nadia's seamstresses' work on are known as the capital production factor
4 The boxes, bags and ribbons used to package the wedding dresses are the end products that Nadia's Wedding Couture will sell

4 How many of the following characteristics are true for a **command economy**?

a It is also known as a centrally directed economic system
b An individual does not own any property, except private domestic assets
c Product choices are limited to what the state offers
d Strategic and basic resources belong to every member of the community

1 One
2 Two
3 Three
4 Four

5 The world is divided into three basic **economic systems** and each system has its own unique **characteristics** Match the correct characteristic in Column B with the appropriate economic system in Column A

	Column A Economic system		Column B Characteristic
a	Free market economy	(i)	Generally has low productivity and increases the difficulty of planning properly
b	Command economy	(ii)	The main driving force in the market is profit generation
c	Socialism	(ii)	The state has full control over production factors thereby increasing competition in the market
		(iii)	Employees are free to choose employment and have a limited right in government institutions to participate in strikes

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

6 Within the **free-market** economy the state or government's interference in the economic system is limited to _____

1 a maximum
2 within reason
3 a minimum

7 Which of the following is a **disadvantage** of socialism?

1 Socialism is an unstable environment
2 Socialism has cyclical fluctuations
3 Socialism results in a low standard of living
4 State organisations are unproductive

ENTREPRENEURSHIP

Read the scenario below and answer questions 8 to10.

Naledi is an entrepreneur She purchases organic fresh produce and makes homemade baby meals for day-care facilities in her community Naledi's business is called Mama's Kitchen Naledi has sensed that there is a definite need for such a service in her community The day-care facilities are so filled with children that the labour cost for these facilities to produce their own wholesome meals is just too vast Naledi needs to be in charge of her own destiny She knows that in order for her to be successful, she cannot rely on luck and fortune, she has to work hard and take responsibility for her own actions In order for Mama's Kitchen to be successful, she needs to have certain managerial skills

8 Naledi knows that one of her strong points is that she can persuade and motivate other people The characteristic described in the scenario is _____

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

9 During Naledi's decision making regarding her new venture, she had to determine whether Mama's Kitchen would turn out to be successful This is known as a/an _____

1 opportunity
2 business plan
3 feasibility study
4 implementation plan

10 Help Naledi to match the management skills in column A with the correct description in column B

Column A	Column B
a Strategy skill	(i) Determining the needs of the day-care facilities, how to satisfy their needs and building a relationship with each day-care facility
b Planning skill	(ii) The ability to organise, set specific goals and draw schedules to ensure that the 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 Mama's Kitchen 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 Mama's Kitchen as a whole and to understand how it fits within the market place

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

11 Entrepreneurs are often faced with the choice of whether to start a new business or buy an existing business Which one of the following is an **advantage** associated with buying an **existing business**?

1 Supplier relations are in place
2 Employees are inherited rather than chosen
3 The business might be bound by previous contracts
4 Inventory and equipment might need to be replaced

12 Zandile has a small vegetable farm He supplies a well known vegetable store in the Drakensberg area Zandile has started his vegetable farm due to his previous employment on a horse farm which was terminated in the last year The result of Zandile losing his job was that he turned himself into an entrepreneur Which **type of entrepreneur** is Zandile?

1 Opportunity entrepreneur
2 Necessity entrepreneur
3 Risk taking entrepreneur
4 Creative entrepreneur

13 The personal characteristics, abilities and skills of a new owner of a business have a profound influence on the success of a new venture Is this statement true or false?

1 True
2 False

14 Unisa main campus has reached an agreement with Nampak to recycle paper Nampak has agreed to collect waste paper from various collection points on the main campus The waste paper will then be taken to the Nampak recycling facility and put through the recycling process Although Unisa is focussed on making recycling part of its strategic plan, there is not enough specialty skills within Unisa to do it effectively Unisa can focus on its core competencies This is also known as _____

1 risk-taking
2 strategic abilites
3 operating resources
4 outsourcing

15 How many of the following considerations are important in choosing a **legal form** for a proposed business?

a The degree of direct control and authority which the proprietors must have over the activities and assets of the business
b The ratio of liquidity which the business must maintain when in operation
c The possibilities of acquiring capital for the business upon establishment and for later expansion
d The possibility for the transfer of ownership in the business

1 One
2 Two
3 Three
4 Four

16 Sophie decided to start her own African traditional jewellery store She would like to have a shop in Pietermaritzburg's central area, but is not sure about the location She has asked you, her business advisor, to assist her with this selection Which one of the following **location factors** is **NOT** important when deciding on the **location** of her shop?

1 The materials she would use in her traditional jewellery is produced in the rural area just outside of Pietermaritzburg
2 Pietermaritzburg's climate is hot and humid with high rain fall
3 Sophie would be able to make use of the ladies in the surrounding areas who have innate knowledge of the customs and designs of traditional jewellery
4 Pietermaritzburg is on the route to major cities such as Durban and transport is relatively inexpensive to obtain when she has to deliver the jewellery across South Africa

17 Tebogo is a sole proprietor for his dry cleaning shop named Dry Wonder in Gugulethu in the Western Cape Which one of the following aspects about a **sole proprietorship** is **correct**?

1 The lifespan of Dry Wonder is linked to Tebogo's legal capacity
2 Dry Wonder is a juristic person with its own rights, assets and liabilities
3 Dry Wonder is a separate taxpayer and liable for tax at a fixed rate
4 Ownership of Dry Wonder is transferred through the unlimited and free transfer of shares

18 Tebogo decides, after a couple of years, to change the ownership of Dry Wonder dry cleaning from a sole proprietorship to a close corporation Tebogo's brother, Sibusiso, and their cousin, Sepati, each buys a 30% interest in Dry Wonder Which one of the following aspects is of relevance to Dry Wonder CC?

1 The transfer of ownership to Sibusiso and Sepati takes place by means of the unlimited and free transfer of shares
2 The main objective of Dry Wonder CC is set out in the memorandum of association
3 The association agreement states that Tebogo and Sepati will manage Dry Wonder CC
4 Tebogo, Sibusiso and Sepati are all jointly liable for all claims against Dry Wonder CC

19 Match the **legal form** of a business in Column A with the corresponding characteristic in Column B

Column A		Column B	
a	Sole proprietorship	(i)	Created by the registration of a founding statement
b	Close corporation	(ii)	Owner personally liable for the debts of the business
c	Private company	(iii)	Must have at least one director

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

20 Sophie decides to register her business as a legal business entity Her friend, Alice, is going to be her business partner and will contribute 50% of the capital they require to get the business up and running However, neither Sophie nor Alice wants to take personal liability for the business, nor do they want to appoint a director What type of **legal entity** would you suggest she register for?

1 Sole proprietorship
2 Partnership
3 Close corporation
4 Company

21 Which one of the following would constitute as a **reason** for writing a **business plan**?

1 To sell the business to other entrepreneurs
2 To obtain bank financing
3 To bypass strategic alliances with other companies
4 To avoid mergers and acquisitions

22 Which one of the following considerations is correct, 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

23 The general company description_____

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

THE BUSINESS ENVIRONMENT

24 Amelia is the owner of a business called Your Elegance Your Elegance purchases second-hand evening gowns, alters them and resells them at a very reasonable price The seamstresses working for Amelia have extensive accumulated experience in dealing with the delicate fabric of evening gowns This is known as_____ resource which belongs in the_____ environment

1 a tangible , market
2 an intangible , market
3 a tangible , micro
4 an intangible , micro

25 Which one of the following components is **NOT** part of the **market or task environment**?

1 Competitors
2 Suppliers
3 Intermediaries
4 Consumerism

26 Andile has started a small soccer shop in Polokwane to cater to the needs of the local players Which one of the following would represent a **threat** to his business?

1 A big Sportman's Warehouse with a dedicated soccer section is opening in the main street in town early in 2012
2 Andile would like to expand his store, but his loan application at ABSA bank has been turned down
3 With an influx of international tourists, Andile's sales should increase if he can manage to secure "Proudly South African" soccer kits
4 One of Andile's staff members, Paulina, just had a baby and will be on maternity leave for the rest of the year, leaving Andile to attend to the shop by himself

27 Match the term in Column A with the correct characteristic in Column B

Column A	Column B
a Micro environment	(i) The new *Liquor* Act will have a significant impact on Mandla's new shebeen
b Market environment	(ii) TJ's Diner's mission statement is "To serve hearty meals with heart"
c Macro environment	(iii) Sam has been unfairly dismissed and has approached the CCMA for help
	(iv) Lara has appointed a communication expert to enhance multi-racial communications
	(v) Kogiso is doing intensive research on the competitors for his New IT shop in Vryheid

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

28 Lesedi plumbing services needs to be aware of which one of the following **physical environment trends**?

1 The GDP (Gross Domestic Product) of South Africa in the last quarter of 2011 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 is the first rapid rail service in South Africa available to commuters since 2010
4 South African population figures are black 79 7%, white 9 1%, coloured 8 8%, Asian (Indian) 2 2%

29 Dumisani knows that he needs to stay abreast of what is happening in the business environment around him He is aware that the business environment is dynamic and he needs to be aware of changes that might influence his computer services business, named Gigs and Gadgets Dumisani does elementary environmental scanning Which one of the following statements regarding **elementary environmental scanning** is correct?

1 Dumisani contacts a consultant to determine which factors will influence his business in the short and long term
2 Dumisani updates himself regularly by means of newspapers, SMME websites and his own sales records
3 Dumisani has employed a person in Gigs and Gadgets to monitor changes in the business environment This person is responsible for conducting regular research projects and to assess general economic fluctuations
4 Dumisani has contacted an environmental scanning company and pays them a hefty amount every month as a retainer so that they can keep watch over his business environment

30 Synap Forte is a pain medication produced by Adcock Ingram prescribed worldwide Recently the Medicines Control Council has banned the medication being used due to a substance called dextropropoxyphene (DPP) because it is believed it could lead to dangerous irregularities in heart rhythm and rate, including cardiac arrest and death The product has been banned in the EU, the UK and USA The decision to ban Synap Forte in South Africa has had a major influence on Adcock Ingram because of a change due to _____ which is part of the _____ environment

1 population health factors , micro
2 HIV/Aids , market
3 the institutional governmental environment , macro
4 the role of women , market

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

1 Bokomo's marketing strategy influences the macro environment directly
2 Kellog's has a direct influence on Bokomo
3 Bokomo is provided with grain by Swartland farmers who currentlly experience water shortages, the water shortage has a direct influence on Bokomo
4 The number of farm murders in the last couple of years has increased and is of major concern not only for AgriSA, but also for the agricultural ministry, this has a direct influence on Bokomo

CORPORATE SOCIAL RESPONSIBILITY

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

1 Corporate social responsibility suggests that companies will benefit if they *contribute* to the welfare of people in the community
2 All aspects of corporate social *responsibility* have an economic benefit for companies
3 The business case for corporate social responsibility refers to the argument that being a good corporate citizen can contribute towards a company's profitability
4 Good corporate social responsibility practices can create market opportunities and increase competitiveness of companies that use innovation to develop products or services based on sustainability criteria

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

1 The CEO and other members of top management are responsible for ensuring that their corporation can produce products and deliver services in a timely, cost-effective way
2 The operating manager is generally the most difficult to convince of the advantages of implementing good corporate social responsibility practices
3 The financial director is responsible for managing issues that pertain to the whole corporation, such as strategy, financial performance, mergers, acquisitions and governance
4 Total quality management forms an integral part of the operations functions and focuses on the development and delivery of quality products by involving the entire company

Read the case study below and answer question 34 and 35 that follow.

Michelin Tyres is a world-wide commercial tyre producer that has manufactured over 176 million tyres for cars, trucks, bicycles, farm equipment, *aeroplanes* and even the space shuttle, since it began in 1889 Michelin is concerned with the sustainability of raw materials used in the production of its tyres The key to Michelin's sustainability success lies in the company's ability to understand the lifecycle of its tyres All new tyres manufactured require non-renewable raw materials, placing a high sustainability premium on producing quality, safe tyres with a long life This understanding continues through to the end of the tyres' lifecycle because just as the raw rubber used to make them is non-renewable, the processed rubber is non-biodegradable By acknowledging and understanding this important environmental issue, Michelin has put in place initiatives to guarantee that tyres at the end of their life are then recycled through various methods benefitting local communities while enhancing the Michelin brand for current and future stakeholders

34 After reading the case study, what would you say are the **main drivers** that drive Michelin's Corporate Social Responsibility Program?

1 Social, governmental and market drivers
2 Social, market and ethical drivers
3 Governmental, social, and ethical drivers
4 Governmental, environmental and ethical drivers

35 There are three ways in which the board at Michelin Tyres and the Corporate Social Responsibility (CSR) committee can determine how to establish their corporate policy for CSR Which of the following is one way that will assist them in **establishing their corporate policy**?

1 Through a SWOT analysis, this analyzes the strengths, weaknesses, opportunities and threats facing an organisation
2 Through general programs such as job creation and social development
3 A profit-based system, where the CSR policy is aligned with the company's overall budget
4 A value-based system, where the CSR policy is aligned to the company's own vision, mission, values and guiding principles

36 The term _____ is primarily a South African term that refers to companies' philanthropic initiatives, such as sponsorships for students or support to health clinics in surrounding areas

1 corporate citizenship
2 corporate social responsibility
3 corporate governance
4 corporate social investment

37 **Stakeholder engagement** is at the heart of good corporate social responsibility and consists of the following six steps

1 prepare, plan, design, engage, evaluate, apply
2 plan, prepare, design, examine, evaluate, apply
3 plot, prepare, design, engage, evaluate, revise
4 prepare, plan, design, engage, evaluate, revise

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

Column A	Column B
a King 3 report	(i) Forms an integral part of the *operations* function and focuses on the development and delivery of quality products by involving the entire company
b Total quality management	(ii) Provides a set of reporting guidelines and indicators that cover all the key issues of concern regarding corporate social responsibility
c The Global Reporting Initiative	(iii) Provides organisations guidance on good corporate governance practices

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

39 In a company the _____ stakeholders are those whose ongoing support of the company is vital to the company's survival, the _____ stakeholders have less direct impacts on the company and include environmental NGOs or the media

1 secondary, primary
2 internal, primary
3 primary, secondary
4 external, primary

PLANNING

40 The sequential steps in the **planning process** are _____

1 developing plans, goal-setting and feedback
2 goal-setting, mission statement and implementation
3 mission statement, developing plans and feedback
4 goal-setting, developing plans and implementation

41 Establishing an image of academic excellence over the next 36 months would be an example of a/an _____ of Unisa

1 long-term goal
2 tactical goal
3 strategic goal
4 operational goal

42 Which one of the following statements about the different **levels of management** is **true**?

1 Top management is responsible for certain functional areas of a business and for implementing plans
2 Lower management is responsible for formulating the mission and setting the goals of a business
3 Middle management is responsible for medium and long-term planning and organising within its functional areas
4 All of the statements above are true

43 Shoprite Checkers, the supermarket chain, has set itself the objective of increasing market share from 20% to 80% within the next five years The **goal** set by Shoprite Checkers is an example of a _____, which is formulated by _____ management

1 functional goal, middle
2 functional goal, top
3 long-term goal, middle
4 long-term goal, top

Read the scenario below and answer questions 44 and 45 that follow.

Simon and Paul have decided to start their own guesthouse Wanting to make a success of their new venture, they consulted Sibongile, a business advisor She informs them that all organisations must engage in proper planning if they want to be successful and remain so in the long run According to Sibongile the planning process comprises different organisational goals

44 Match Simons and Paul's goals in Column B to the correct term for it in Column A

Column A	Column B	
a Functional goals	(i)	To become the premier guesthouse in Kwazulu-Natal, providing clean and safe accommodation to all
b Operational goals	(ii)	Increase room occupancy with 70% within the next 2 years and capital investment with 50% within the next three years
c Mission	(iii)	To establish a chain of guesthouses across Southern Africa within the next 10 years
d Strategic goals	(iv)	Develop an international marketing campaign aimed at business travelers
	(v)	Increase Simon's salary package with 10% within six months

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

45 When Simon and Paul returned to their guesthouse, after their consultation session with Sibongile, they started setting the goals for the guesthouse Which one of the following statements is **correct**?

1 Simon and Paul, as top management, are responsible for setting all the goals of the guesthouse
2 The guesthouse's manager, Lizzy, should set the mission for the guesthouse as well as the functional goals
3 Paulina, the head chef in the kitchen, should be consulted when determining the strategic goals for the guesthouse
4 Simon and Paul are responsible for setting the mission and the strategic goals of the guesthouse

46 Sarah is the manager of Elite clothing company Sarah needs to set clear goals and objectives for the business to succeed There are two basic approaches which Sarah can use to ensure the effective setting of goals She decides that the **management by objectives (MBO) approach** is best suited for the organisation, which means that _____

1 top management sets the goals and then communicates them to their subordinates
2 subordinates do not have a say in setting goals
3 the setting of goals and objectives are considered jointly by superiors and subordinates
4 lower management sets goals in an attempt to improve worker motivation

ORGANISING

47 The authority delegated down the chain of command from the CEO to the General Manager of Operations is known as _____ **authority** If, however, the Manager of Computers and Software were to give instructions to the General Manager of Marketing in the form of advice or recommendations based on his or her specialist knowledge this would be referred to as _____ **authority**

1 functional, line
2 staff, line
3 line, functional
4 line, staff

48 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 one of the following is **not** a **building block** that she can use in constructing her organisation?

1 Designing jobs
2 Grouping employees into teams
3 Ensuring she has full power of authority
4 Establish a command structure

49 Karla decides to structure her boutique according to the different types of clothes she sells and will have the following departments formal, ready-to-wear, bridal and accessories This is an example of what **type of departmentalisation**?

1 Product
2 Location
3 Customer
4 Functional

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

1 The fashion world is a turbulent environment to operate in as new competitors appear on a daily basis
2 Because her business is quite complex and big, she will require greater specialisation, more departments and more levels of management
3 The beliefs and values shared by her managers should not be evident in the type of structure she chooses
4 The level of competence of her staff members is closely related to that of the organisational structure Karla will eventually choose
5 Because Karla employs new technology in the making of her exclusive wedding gowns, she will require more levels of management

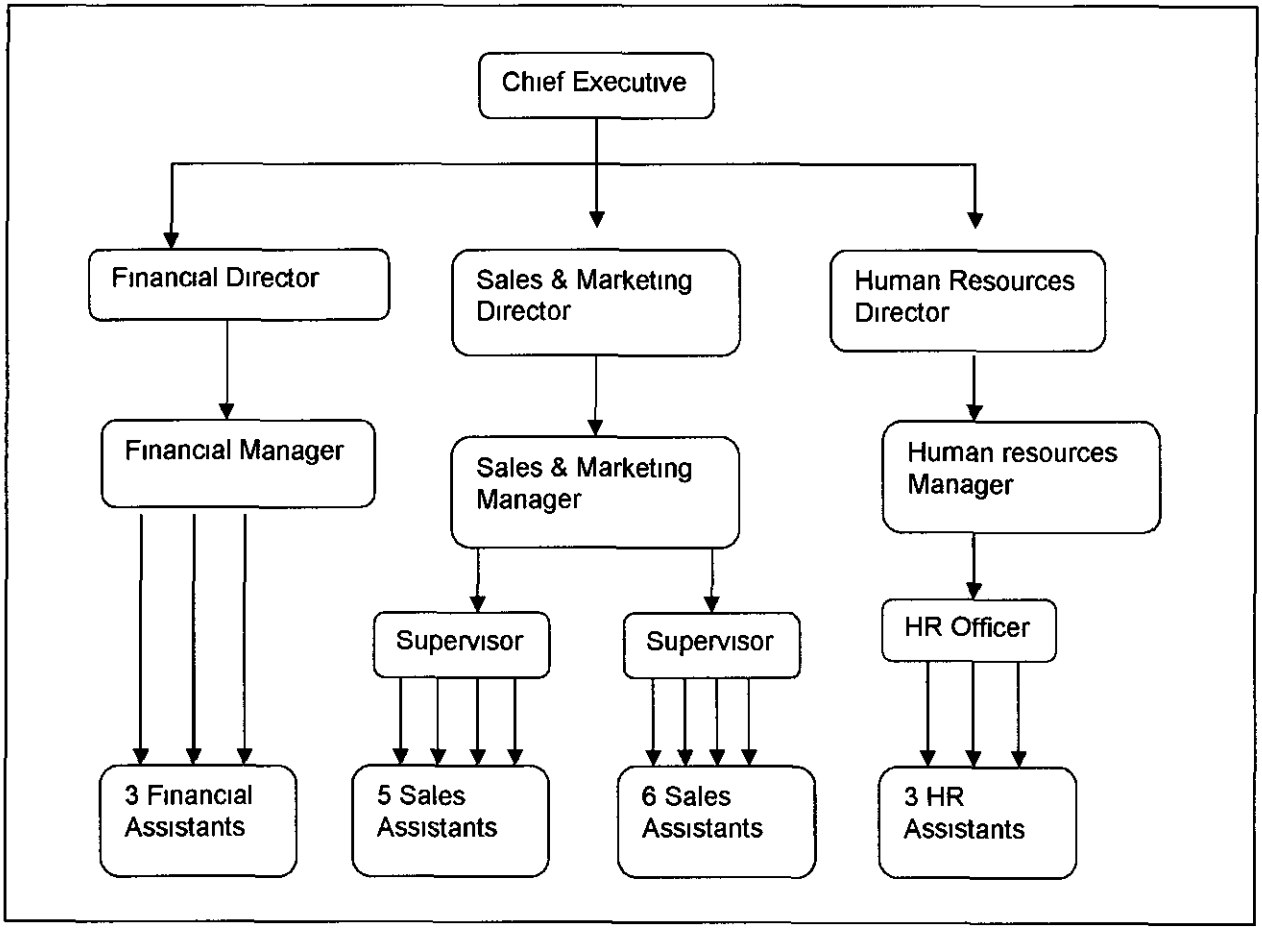
51 Which **one** of the following statements about a wide span of management is **incorrect**?

1 A wide span of management will result in a flat organisational structure
2 It may be difficult to co-ordinate and control the tasks of a large number of subordinates in an organisation with a wide span of management
3 In a wide span of management there are many subordinates per manager
4 In a wide span of management, managers may be under-utilised and there is excessive control over subordinates

52 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 a result of specialisation
3 Customer departmentalisation refers to activites that are grouped according to knowledge, skills, experience or training
4 Departmentalisation does not promote specialisation

Look at the organisational chart below and answer questions 53 and 54 that follow.



53 The organisational chart above shows a typical hierarchical structure in a commercial organisation The finance department has three layers of hierarchy, namely a director, a manager and three assistants According to the organisational structure above, how is the company departmentalised?

1 Product
2 Location
3 Functional
4 Customer

54 *In the figure above*, the chief executive officer has _____ authority over the finance, marketing and human resources managers

1 staff
2 line
3 functional
4 indirect

55 Traditionally, large businesses have a hierarchical structure with many layers of management and few subordinates per manager This is known as a/an _____ span of management

1 narrow
2 broad
3 flat
4 informal

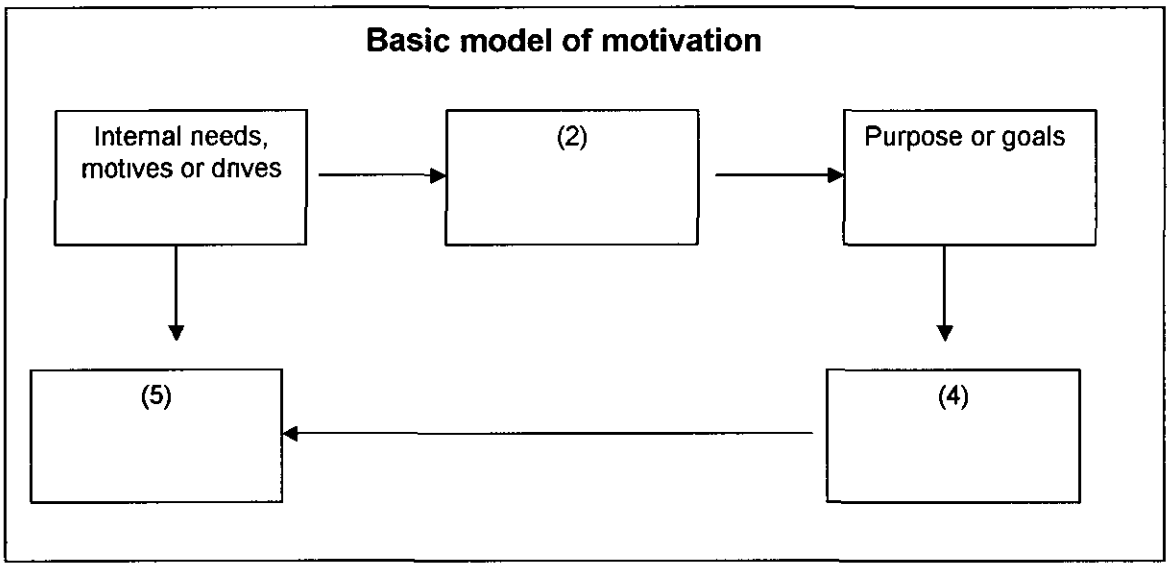
LEADING

56 In terms of Maslow's hierarchy of needs, challenging assignments and the opportunity to participate in decision making will go a long way towards satisfying the _____ **needs** of employees?

1 security
2 social
3 esteem
4 self-actualisation

Look at the diagram below and answer question 57 that follows.

Basic model of motivation



57 The motivation process moves in a certain sequence and consists of five steps, starting with an unsatisfied need In the model, step 2 is _____

1 action
2 reinforcement
3 satisfaction
4 communication

58 Match the leadership component in Column A with the correct description in Column B

Column A	**Column B**
a Authority	(i) The influence that leaders exert over their subordinates
b Power	(ii) As CEO of a computer company, Mr Smith has an obligation to achieve organisational goals by ensuring the required activities are performed
c Responsibility	(iii) Process of assigning responsibility and authority for achieving organisational goals
d Delegation	(iv) As manager of a restaurant, Mr Ndluvo has the right to give instructions, allocate resources and demand action from his subordinates

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

59 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

60 Every group in an organisation is different in terms of its structure or set of characteristics Which one of the following statements about the **characteristics of a group is correct?**

1 Group size does not affect the group's overall performance
2 Group composition does not influence a group's performance
3 Status in groups can only be formal
4 Norms are standards shared by members of a group and develop from the interaction between members

61 Leadership consists of several components Which one of the following is **not** considered a **component of leadership**?

1 Authority
2 Power
3 Command
4 Accountability

62 Ntombi is the managing director of a big cosmetic company, Beauty Inc They have been in business for over 20 years and have decided to expand their market to include male customers with a new range called 'Beauty for Men' Ntombi appoints a committee comprising of employees from the marketing department to investigate what cosmetic products men would be interested in The group will then disband after completion of the task This is a type of _____group known as a _____group

1 formal/command
2 formal/task
3 informal/command
4 informal/task

63 As managing director of the company, Ntombi is part of _____ management Ntombi has the right to insist that employees do their work and to discipline or dismiss them if they fail to comply, she therefore possesses _____ power

1 top, legitimate
2 top, expert
3 middle, legitimate
4 middle, expert

CONTROLLING THE MANAGEMENT PROCESS

64 Thabo is the CEO of Computers Ltd, an IT company in Pretoria Thabo uses certain control procedures to ensure that the company is progressing towards its goals and that the company's resources are being used properly and productively He does this by means of the control process which consists of four steps Arrange the statements below in the correct order according to the four **steps** of the **control process.**

a Thabo revises some of the company's strategies in an attempt to accomplish the standards that were not met
b Thabo establishes certain performance standards related to profitability, market share, productivity and staff development These performance standards enable Thabo to monitor the company's strategies and goals
c Thabo is concerned to see that sales are 10% lower than the previous year and decides to investigate why there was a deviation between the previous year and the current year

d Thabo measures the actual performance of the company to indicate whether there are disparities between performance standards and actual performance of the company

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

65 For a control system to be effective it should be able to accommodate change Objectives sometimes need to be revised and so does the control system Which **characteristic** of a control system is being described here?

1 Integration
2 Flexibility
3 Accuracy
4 Timeliness

66 Quinn has her own medical practice and has appointed an additional four physicians to look after patients She is encountering some problems in her practice regarding general hygiene and has approached you to assist her What is the **primary purpose** of the control process?

1 Quinn must set hygiene standards that need to be maintained by the physicians when consulting with patients
2 Quinn needs to supply enough liquid soap to practising physicians to counteract the problem of lower hygiene levels
3 Quinn needs to see that the actual hygiene standards come as close as possible to the objectives she has set for the practice
4 Quinn needs to analyse the cause of unhygienic practices continually

67 Quinn decides to implement a new control system that monitors physicians' hygiene levels rigorously Quinn understands that the new control system should be designed in such a way that it provides an objective picture of the situation and that errors or deviations should not be concealed in the data Which **characteristic** of a control system is being described here?

1 Integration
2 Flexibility
3 Accuracy
4 Timeliness

68 Which one of the following instruments can Quinn use to control the company's **human resources**?

1 Just-in-time system (JIT)
2 Specific ratio analysis
3 Periodic inspections and stock-take
4 Quality control

69 Control, as a management function, focuses on several areas Which one of the following is **not** considered to be such an area?

1 Physical resources such as inventory and equipment
2 Financial resources such as debtor accounts and budgets
3 Promotional resources such as sponsorships and special packaging
4 Information resources such as environmental scanning and economic forecasts

70 Which **one** of the following statements about the **control of human resources** is **correct**?

1 Human resources are situated at the centre of the other three resources and control systems for these resources involve usage procedures, periodic inspections and stocktaking
2 An organisation's human resources are its tangible assets, such as buildings, office equipment and furniture, vehicles, raw materials and finished products
3 The main instrument used to control an organisation's human resources is performance measurement
4 The control of human resources refers to activities that management performs to ensure a level of quality that will satisfy the consumer and have certain benefits for the organisation

©
Unisa 2012

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