

Tutorial Letter 101/3/2018

General Management MNG2601

Semesters 1 and 2

Department of Business Management

IMPORTANT INFORMATION

This tutorial letter contains important information
about your module.

BARCODE



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PLEASE TAKE NOTE OF THE FOLLOWING:

FIRST SEMESTER		
Assignment number	ONLY FOR STUDENTS ENROLLED FOR THE FIRST SEMESTER	
	Due date	Unique number
01	Friday, 16 March 2018	878279
02	Thursday, 29 March 2018	893692
03	Friday, 13 April 2018	884945
SECOND SEMESTER		
Assignment number	ONLY FOR STUDENTS ENROLLED FOR THE SECOND SEMESTER	
	Due date	Unique number
01	Friday, 17 August 2018	755505
02	Friday, 31 August 2018	852106
03	Friday, 14 September 2018	777238

The assignments for both Semesters 1 and 2 are included in this tutorial letter, but you should do only the **three assignments for the semester corresponding to your registration**.

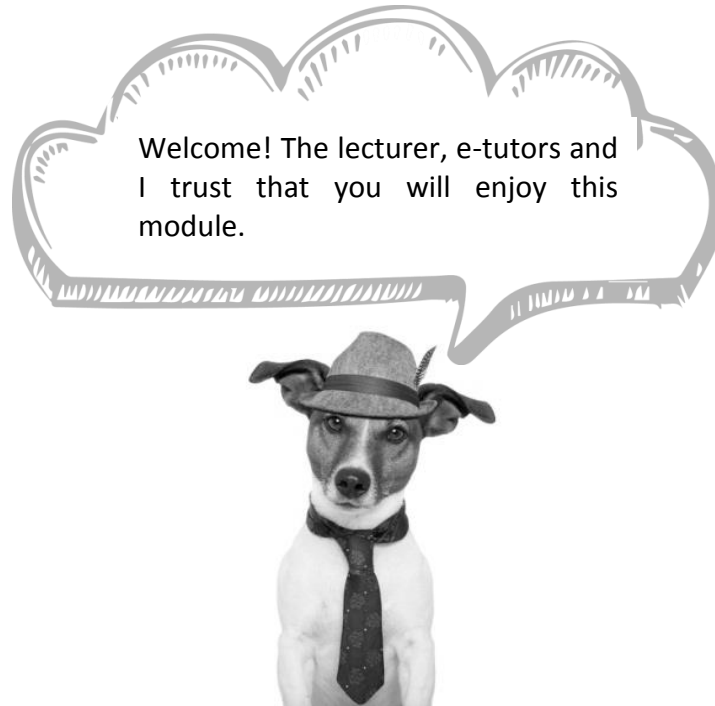
Please keep in mind that the University may adjust due dates for various operational reasons (after this tutorial letter has been printed). If you are unsure of the due date, visit myUnisa and consult the **notices** posted on the myUnisa page.

We will not mark assignments, or allow you to resubmit assignments: after the due date, or if you have submitted the wrong assignment (for example, if you are registered for the first semester and you submit an assignment relating to the second semester), or if you have filled in the wrong unique number, and/or submitted the incorrect assignment that was meant for another module. It is also your responsibility to ensure the correct assignments reach us on time.

1 INTRODUCTION

Dear Student

We wish to welcome you as a student of **General Management (MNG2601)** and we trust that you will have an interesting, stimulating and successful academic year while working through this online module.



PLEASE NOTE: This is an online module and as such, your main source of information will be displayed on myUnisa. Although most of the online content is available in the printed Study Guide, you should visit myUnisa regularly, as important information will be communicated to you via the **Announcements** tool throughout the semester.

1.1 Tutorial matter

Although this is an online module, you will receive a few printed tutorial letters during the semester. A tutorial letter is our way of communicating with you about your studies, the assessment of your assignments and the examination.

The Dispatch Department should supply you with the following study material for this module, however, you can download these documents from myUnisa:

- the Study Guide for MNG2601
- Tutorial Letters 101 and 301
- the *Study @ Unisa* brochure

This tutorial letter contains important information about the scheme of work, resources and assignments for the module. We urge you to read it carefully and to keep it at hand when you work through the study material, complete the assignments, and prepare for the examination, as well as when you wish to communicate with us.

Read Tutorial Letter 301 in combination with this tutorial letter, as it provides important information on open and distance learning within the College of Economic and Management Sciences.

In this tutorial letter (101), you will find information on the assignments and the assessment criteria, as well as instructions for the preparation and submission of the assignments. It also provides you with information regarding the prescribed book, including information on where to purchase it. Study this information carefully and obtain the prescribed book as soon as possible.

Additional tutorial letters will be posted throughout the semester on myUnisa. Make sure that you visit the module's site regularly.

We have also included the general and administrative information about this module. Study this section of the tutorial letter carefully. We would like to emphasise that you must read all the tutorial letters you have received during the semester immediately and carefully, as they always contain important, and sometimes, urgent information.

PLEASE NOTE: Apart from Tutorial Letters 101 and 301, you will also receive other tutorial letters during the semester. These tutorial letters will not necessarily be available at the time of registration, but will be uploaded onto myUnisa after the due dates for the assignments. They will contain feedback on the assignments and/or valuable information that we need to communicate to you.

1.2 Inventory letter

Upon registration, Unisa issued you with an inventory letter indicating the items you have received and those that are outstanding. In this regard, also read the brochure entitled *Study @ Unisa*.

Check the study material that you have received against the inventory letter. You should have received all the items listed in the letter, unless an item is listed as "out of stock" or "not available". If any item is missing, follow the instructions on the back of the inventory letter immediately.

PLEASE NOTE: Your lecturers cannot help you with missing study material. You can SMS Unisa on 32695 (SMSs are charged at R1-00 each) or send an e-mail to info@unisa.ac.za.

1.3 myUnisa

The *Study @ Unisa* brochure highlights that **myUnisa is the most important study tool** available to you. The myUnisa learning management system is the University's online campus that will help you communicate with your lecturers, other students and the administrative departments of Unisa. On myUnisa, you will be able to access resources and information as well as module-specific information.

To go to the myUnisa website, start at the main Unisa website <http://www.unisa.ac.za>, and then click on the orange "myUnisa" link at the top of the screen. This should take you to the myUnisa website. You can also go there directly by typing in <http://my.unisa.ac.za>.

You must register on myUnisa to be able to submit assignments, gain access to the library functions, download study material, communicate with lecturers or fellow students, participate in online discussion forums and gain access to learning resources. myUnisa is a superb

communication portal; therefore, use it regularly during the course of this semester. Consult the brochure *Study @ Unisa* for more information on myUnisa.

REMEMBER that this is an online module and as such, your main source of information will be myUnisa. Visit myUnisa frequently, as important information and fun activities are posted on the site.

1.4 Study groups

It is advisable to have contact with fellow students. You can form study groups by using the **Discussion Forum** tool on myUnisa. Alternatively, you may obtain the addresses of fellow students in your area from the following department:

Directorate: Student Administration and Registration
PO Box 392
UNISA
0003

We encourage you to form study groups by using the **Discussion Forum** tool on myUnisa.

2 PURPOSE AND OUTCOMES OF THE MODULE

2.1 Purpose

The purpose of this module, in the broader context of the BCom degree, is to provide you with detailed knowledge, applied competence and skills related to general management principles. In particular, the aim is to enable you to understand the management functions of planning, organising, leading and control in order to prepare you to become employable managers, workers or entrepreneurs, and contributors to society and the business community.

2.2 Outcomes

Studying this module will enable you to:

- explain the evolution of management and its implications for management practices
- apply management skills, roles and functions in the wider context of the organisation as an open system interacting with its market and macro-environment
- discuss the nature of planning as a managerial function and apply the planning process (given practical examples)
- explain the importance of strategy and strategic management and analyse the various phases of the strategic management process described in a case study
- apply (given practical examples) the decision-making model for making effective decisions and explain how information management impacts and assists managerial decision-making
- discuss various concepts encompassed in the nature of organising as a managerial function, including authority, organisational structures, job design and delegation
- explain why managers should understand the key variables that determine human behaviour and motivation in order to become effective leaders
- apply the control process and explain the focus of control in an organisational context described in a case study

3 LECTURER AND CONTACT DETAILS

3.1 Lecturer

Refer to Tutorial Letters 301 and 101 and the brochure *Study @ Unisa* before contacting us. You will find that much of the information that you need is included in these documents.

Direct all queries about the **CONTENT OF THIS MODULE** to your lecturers. Do not direct administrative queries to your lecturers. You should have your study material, module code and student number at hand when you contact the University.

You can contact your lecturer by sending an e-mail to the following address:

MS I VAN WYK	
E-MAIL ADDRESS	MNG2601@unisa.ac.za [e-mail box maintained by lecturer]
TELEPHONE NUMBER	+27 12 429 2085 [Lecturer more accessible via e-mail – often attending meetings and workshops. Rather send an e-mail if you cannot reach the lecturer over the phone.]
POSTAL ADDRESS	General Management Department of Business Management University of South Africa (UNISA) PO Box 392 UNISA 0003

PLEASE NOTE

- WE WILL COMMUNICATE WITH YOU VIA YOUR myLIFE E-MAIL ADDRESS AND ON myUNISA. WE WILL ASSUME THAT YOU HAVE RECEIVED ANY AND ALL MESSAGES COMMUNICATED USING THESE TWO MEDIA.
- ALWAYS PROVIDE YOUR STUDENT NUMBER WHEN CONTACTING THE UNIVERSITY.
- DO NOT ENCLOSE LETTERS TO LECTURERS WITH ASSIGNMENTS.

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. The changes on the days and times will be communicated by the lecturer in advance through the announcement option on myUnisa as and when this happen. Students are advised to check the module page on myUnisa before making phone calls or visiting the lecturer's office for academic enquiries/engagements.

3.2 Department

Please write the **MODULE CODE AND YOUR STUDENT NUMBER ON ALL CORRESPONDENCE** with the Department or the University.

Department	Business Management
Department fax number	+27 12 429 8558

Department phone number	+27 12 429 4212
Department e-mail address	Busman@unisa.ac.za
Physical address	General Management (MNG2601) Department of Business Management University of South Africa AJH van der Walt Building
Web address	http://myUnisa.ac.za

3.3 University

If you need to contact the University about matters not related to the content of this module, consult the publication, *Study @ Unisa*, which you received with your study material. This brochure contains information on how to contact the University (e.g. who you can contact regarding various queries, important telephone and fax numbers, addresses and details of the times that certain facilities are open).

Please note that you should direct **ALL ADMINISTRATIVE ENQUIRIES** to the following Unisa contact numbers:

Description of enquiry	Directorate/ business unit responsible for enquiry	SMS code*	E-mail address
Applications and registrations (Examples: Deferral of examination; change in registration period; deregistration; change in exam period)	Student Admissions and Registrations	43578	study-info@unisa.ac.za
Assignments and examinations (Examples: Wrong unique number filled in on assignments; wrong assignment submitted; assignment submitted late; confirmation of assignment receipt; missed examinations due to illness)	Student Assessment Administration	43584	assign@unisa.ac.za (for assignments) exams@unisa.ac.za (for examinations) aegrotats@unisa.ac.za (missed exams)
Study material (Example: Late receipt of study material)	Despatch	43579	despatch@unisa.ac.za
Student accounts (Accounts/finances related queries)	Finance	31954	finan@unisa.ac.za
FI concessions (Examples: Enquiries about qualifying for an FI concession; enquiry on marks for FI concession portfolio)	Examinations (Student Assessment Administration)	43584	ficoncessions@unisa.ac.za
Prescribed books (Example: Difficulty obtaining a book at official bookstores)	N/a	N/a	vospresc@unisa.ac.za
myUnisa (Example: Error message received when attempting to submit assignment online) myLife e-mail (Example: Forgot your myLife e-mail password)	ICT (myUnisa and myLife)	43582	MyUnisaHelp@unisa.ac.za MyLifeHelp@unisa.ac.za

Fax number (RSA)	+27 12 429 4150
Fax number (international)	+27 12 429 4150
E-mail	info@unisa.ac.za
General Unisa SMS number**	32695 – SMSs cost R1-00 each

****SMS FORMAT:** NAME, SURNAME, STUDENT NUMBER, MESSAGE
SMS EXAMPLE: MICHELLE, PIENAAR, 99010799, PLEASE USE THIS SERVICE.
REMEMBER: ALWAYS PROVIDE YOUR STUDENT NUMBER WHEN CONTACTING THE UNIVERSITY. WRITE IT ON ALL DOCUMENTS THAT YOU SUBMIT TO UNISA.

4 RESOURCES

4.1 Prescribed books

Your prescribed book for this module for 2018 is as follows:

Brevis, T & Vrba, M. (eds). 2014. *Contemporary management principles*. Cape Town: Juta. ISBN: 9781485102298.



Refer to the ISBN to make sure you obtain the correct book. You may not use any other book than the prescribed book.

It is your responsibility to obtain the prescribed book as soon as possible. Your lecturers cannot assist you in this process. Refer to the list of official booksellers and their addresses in the brochure, *Study @ Unisa*. Alternatively, you may consult online booksellers to purchase an electronic version of the book.

The University's official booksellers stock all prescribed books. If you have difficulty in locating your book at these booksellers, contact the Unisa Prescribed Book Section:

Tel: +27 12 429 4152

Email: vospresc@unisa.ac.za

There are no recommended books or e-reserves for MNG2601.

5 STUDENT SUPPORT SERVICES

For information on the various student support systems and services available at Unisa (e.g. student counselling, tutorial classes, or language support), consult the publication, *Study @ Unisa*, which you received with your study material.

5.1 E-tutors

The role of a tutor is typically to facilitate learning and to guide you through the learning process, thus enabling you to gain knowledge and understanding of the content and acquire the skills necessary to cope with your studies. Thus, the e-tutor (online tutor) will assist you to become a self-directed learner in line with the Unisa open distant learning (ODL) philosophy. The University, not the lecturers, allocates an e-tutor to you. You will receive information about your e-tutor in due course. Be patient and **DO NOT CONTACT YOUR LECTURERS** in this regard, as we will not be able to assist you.

All the e-tutors will post tutorials on myUnisa and all the registered students (who have settled their accounts) in the General Management module will have access to the tutorials. The tutorials are aligned with the module study plan presented in Section 6. Make use of the e-tutors to gain maximum benefit for your studies! Consult them on matters pertaining to the content of the module, ask them to explain theory that you find difficult to understand, and contact them with questions that you find difficult.

5.2 Key terms

On myUnisa, a list of the key terms used in the module is provided in English, Northern Sotho, IsiZulu and Afrikaans (under **Additional Resources**). A shortened version is available in the study guide.

5.3 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 studymaterial, 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.

5.5 Access to the internet

Having access to a reliable, internet-connected device like a computer, tablet or smart phone is crucial for completing MNG2601. If you struggle with internet access, you should consult <http://www.unisa.ac.za/telecentres> for a list of telecentres and internet cafes where you can connect to myUnisa for free. Alternatively, you can visit any one of the Unisa regional centres and book time in the computer laboratory; lastly you can always take your own device to a regional centre and connect to the Unisa Student Wi-Fi for free.

6 STUDY PLAN

You need to study the following chapters in the prescribed book. Each chapter corresponds to a specific learning unit on myUnisa or in the study guide. It is essential to use both the learning units in the guide and the prescribed book when studying. The main purpose of the learning units and tutorial letters is to guide you through the learning material in the prescribed book.

WEEK	LEARNING UNIT	TOPIC	NUMBER OF HOURS
1	1 and 2	The management process and composition of the management environment	10
2	3 and 4	Principles of planning and strategic management	10
3	5 and 6	Decision-making and information management	10
4	7 and 8	Principles of organising and individual behaviour in the organisation	10
5	Complete and submit Assignment 01		5
6	9 and 10	Principles of leading and workforce motivation	10
7	Complete and submit Assignment 02		5
8	11	Principles of control	10
9	Complete and submit Assignment 03		5
10 to 15	1 to 11	Revision	35

Refer to the brochure, *Study @ Unisa* for **general time management and planning skills**, which will assist you to complete the assignments on time and to do revision prior to the examination.

When planning your learning experience, remember that your preparation for the examination is an ongoing process and it starts as soon as you receive your study material and start working on your first assignment. We strongly recommend that you draw up a study programme and that you adhere to it. Remember that you have to take your personal circumstances and needs into consideration when drawing up your own study programme.

There is no practical work (practical/experimentations) and work-integrated learning for this module. However, should you be employed, we urge you to identify the concepts and theory covered in MNG2601 in your workplace.

7 ASSESSMENT

Formative assessment for this module consists of three assignments that have to be completed during the course of the semester. Summative assessment takes the form of an online examination that will take place during the examination period at the end of the semester. We will communicate more details and the specific dates regarding the online examination during the course of the semester on myUnisa.

7.1 Assessment plan

Your final assessment mark for this module will be a combination of your assignment marks and the examination mark. However, remember that you have to obtain a sub-minimum of 40% in the examination to pass this module, irrespective of your year mark. In other words, if you obtain less than 40% in the examination, you fail outright, and your year mark does not count. **The combination of the year mark and the examination mark must be 50% or more in order to pass the module.**

The assignment marks will contribute a maximum of **20%** to the final assessment mark for the module, while the examination mark will contribute **80%**. The two assignments carry the following weights towards the year mark:

Assignment 01: 20%
 Assignment 02: 40%
 Assignment 03: 40%
 Total: 100%

7.2 Assignments (Formative assessment)

We consider the assignments part of the learning material for this module. You need to actively engage with the study material in order to complete the assignments successfully. Read the prescribed study material, participate in the discussion forum on myUnisa and communicate with your e-tutor.

Please refrain from posting assignment answers on the myUnisa discussion forum (or any other social network). The assignments contribute a substantial percentage (20%) to the year mark for this module and if you share your answers on a forum, other students may copy them without doing the work themselves, perhaps earning good marks from your work. This is a form of plagiarism, which is a serious offence and usually has dire consequences for the guilty party. We will remove any such answers from myUnisa as soon as they appear and will follow up on the matter. Please use the **Discussion Forum** for the purpose for which it was created – to converse with fellow students about the contents of the module, discuss problems and share possible solutions – and NOT to post the answers to assignment questions.

You will receive the correct answers to multiple-choice questions. We will upload the feedback on assignments **to all the students who are registered for this module** in follow-up tutorial letters numbered 201 and 202 on myUnisa.

As soon as you receive the feedback, check your answers. The assignments and their feedback constitute a vital part of your learning and should help you prepare for the examination.

For detailed information on the assignments and the use of mark-reading sheets for the completion of multiple-choice assignments, please refer to the *Study @ Unisa* brochure and Tutorial Letter 301/MNALLEQ/4/2018.

7.2.1 General assignment numbers

We number the assignments consecutively per semester. Thus, you have to submit **Assignments 01, 02 and 03** (for the first semester) if you register for the module in the **first semester** and **Assignments 01, 02 and 03** (for the second semester) if you register for the module in the **second semester**. The assignments for the first and second semesters are different. Please ensure that you complete and submit the correct assignments.

7.2.2 Unique assignment numbers

We allocate **unique numbers** to all the assignments. Please ensure that you fill in the **correct unique number** on the mark-reading sheet.

7.2.3 Due dates for assignments

FIRST SEMESTER		
Assignment number	ONLY FOR STUDENTS ENROLLED FOR THE FIRST SEMESTER	
	Due date	Unique number
01	Friday, 16 March 2018	878279
02	Thursday, 29 March 2018	893692
03	Friday, 13 April 2018	884945
SECOND SEMESTER		
Assignment number	ONLY FOR STUDENTS ENROLLED FOR THE SECOND SEMESTER	
	Due date	Unique number
01	Friday, 17 August 2018	755505
02	Friday, 31 August 2018	852106
03	Friday, 14 September 2018	777238

7.2.4 Submission of assignments

Assignment 01 is a fully multiple-choice question (MCQ) online assignment, and need to be accessed and submitted via myUnisa. You may submit your multiple-choice question (MCQ) assignments 02 and 03 via the internet using myUnisa, or via cellular phone, or by means of a mark-reading sheet that may be **either** couriered or submitted using the assignment box at your nearest regional centre (your assignment must NOT be posted). **You must not submit assignments by fax or e-mail.** Consult the *Study @ Unisa* brochure which you received with your study material, for more details and requirements regarding assignments.

To access an assignment that is fully online (in this case Assignment 01), via myUnisa do the following:

- Go to myUnisa at <https://my.unisa.ac.za>.
- Log in using your student number and password.
- Select the module.
- Click on **Self-assessments** in the menu on the left-hand side of the screen.

- Click on **Assignment 01**
- Follow the instructions.

To submit an assignment (in this case, Assignment 02 and assignment 03) via myUnisa do the following:

- Go to myUnisa at <https://my.unisa.ac.za>.
- Log in using your student number and password.
- Select the module.
- Click on **Assignments** in the menu on the left-hand side of the screen.
- Click on the assignment number you wish to submit.
- Follow the instructions.

7.2.5 Other assessment methods

During the course of the module, there will be one online self-assessments on myUnisa. This self-assessment are available online only and will be made available towards the end of a semester. The self-assessments do not count towards your year mark. See addendum F for more details on self-assessments.

7.3 Examination (Summative assessment)

7.3.1 Examination admission

Admission to the examinations is automatic **if you submit Assignment 01 on or before the due date**. You will not receive admission to the examination unless you have submitted Assignment 01 on time.

7.3.2 Examination period

We offer this module in both semesters during a 15-week period. If you register for the module in the first semester, you will do an online examination in May/June 2018. If you fail the examination, but qualify for a supplementary examination, you will complete the supplementary examination in October/November 2018. If you register for the module in the second semester, you will do an online examination in October/November 2018 and students who fail and qualify for the supplementary examination, will complete it in May/June 2019.

During the semester, the examination section will provide you with information about the examination in general, examination venues, examination dates and examination times. For MNG2601 specifically, the **online examination date** will be communicated on myUnisa (and in an announcement).

7.3.3 Examination paper

You will have two and a half (2.5) hours to complete the online examination MNG2601. The paper comprises **70 multiple-choice questions**, ranging from direct theoretical and matching questions to application questions based on case studies. Each of the 70 questions is worth one mark.

7.3.4 Online examination

Module MNG2601 does not make use of a venue-based written examination. Instead, for this module, you will take part in an online examination. This means that you will not have to travel to a Unisa examination centre, in fact, you will be able to complete the exam at the venue of your choice as long as you have access to a computer, smart phone or tablet that is connected to the internet.

The format of the exam will be very similar to the self-assessment, which we propose you submit, and will include a number of questions, which you need to complete within a specified time period. You should use this self-assessment as a test to ensure that your internet connection is stable and that you are familiar with the process to complete the online examination. If you foresee any problems with completing the online exam, please refer to section 5.5 of this tutorial letter for alternative arrangements.

The benefits of completing an online exam include:

- You will not be in a stressful examination hall with hundreds of other students
- Your exam will be an open-book exam, so you will have access to all your materials
- You will be able to choose when to begin the exam (in the case of MNG2601, the exam will be available for a few days and you can select when you want to complete it). This information will be communicated during the course of the semester.
- Since the exam format will be similar to your assignments, you will have an opportunity to practice before the actual exam

In order to take part in this online examination, you will need the following minimum requirements:

- Access to an internet connected device for a minimum of 2 hours in one session
- Reliable internet connection (one that can remain connected for a minimum of 2 hours)
- Ability to log in and use myUnisa

The self-assessment will be an excellent opportunity for you to test your device and internet connection to see if you will be comfortable completing the online examination.

7.3.5 Preparation for the examination

You need to study from the **prescribed book** and the **learning units (on myUnisa and the study guide)**. The learning units are not just a summary of the prescribed book, but also a different learning aid, containing case studies and activities to illustrate the practical application of the theoretical concepts. Also, refer to **Study @ Unisa for general guidelines on the examination and examination preparation**.

7.3.6 How to study for this module

You need to have a comprehensive understanding of the relevant theory and concepts. This will allow you to apply the theory in application-type questions. This module is not difficult; however, a great deal of theory must be studied and mastered and you must prepare well in advance. We suggest the following:

- Read the relevant chapters in the prescribed book carefully. The prescribed book provides the broad context of each learning unit.

- Prepare your own comprehensive summaries and notes on the important theoretical concepts.
- Do the activities in the tutorials posted by e-tutors or the activities in the prescribed book and learning units.
- Memorise the theory in the prescribed book, supplemented by your own notes and summaries.
- For revision: Do the multiple-choice questions from the assignments pertaining to the particular learning unit, without consulting the study material.
- For revision: Do the multiple-choice questions from previous examination papers, without consulting the study material.
- For revision: Mark your own work (search for the answers in the prescribed book or in Tutorial Letter 202) and focus on the theory of the questions that you got wrong.

The examination paper is compiled from the prescribed book and learning objectives for this module, and not from previous papers, assignments, learning units and your brief summaries. You need to have a comprehensive understanding of the theory covered in MNG2601. When you prepare for the examination, do not leave out any learning units because the examination paper will include an even number of questions from every learning unit (and the relevant chapter in the prescribed book).



Finally, do not underestimate the volume of the work. This module is not difficult to study, but you must prepare well in advance because of the volume of work that you need to master before the examination.

For general time management and planning skills, refer to the *Study @ Unisa* brochure.

7.3.7 Previous examination papers

To access the previous examination papers for this module, log on to myUnisa, select the module MNG2601 and then click on **Official Study Material**. The examination papers are available under this tool.

KEEP THIS TUTORIAL LETTER IN A SAFE PLACE SO THAT YOU CAN READ IT AGAIN BEFORE THE EXAMINATION.

7.3.8 Alternative assessment – final-year concessions

The brochure, *Study @ Unisa* contains important information on the final-year concession procedure, aimed at assisting students with one or two modules outstanding. The Department of Examination Administration (DEA) will contact all students who qualify for a final-year (FI) concession per SMS or e-mail (the University communicates to you via your myLife e-mail address). For this module, FI students need to submit a portfolio of evidence.

More information on the alternative method of assessment will be communicated directly to the qualifying students. Alternative methods of assessment are subject to stringent academic rules and processes. You must activate and access your myLife e-mail account regularly, as this is the formal communication channel of the university.

Failure to meet the learning outcomes of the module through the alternative method of assessment will result in a fail and you will need to re-register for the outstanding module.

8 FREQUENTLY ASKED QUESTIONS

Under the **FAQ** tool on myUnisa, the most frequently asked questions pertaining to MNG2601 are answered. Refer to the additional FAQs for MNG2601 on myUnisa (under **FAQ**).

The brochure, *Study @ Unisa* contains an A–Z guide of the most relevant study information.

9 CONCLUSION



We wish you a successful year of study. We trust that you will find this module both interesting and valuable and that it will contribute to your personal and professional development.

You are invited to contact us at any time, in writing, electronically, or personally (please make an appointment) to discuss any problems you may encounter in your studies.

REMEMBER that this is an **ONLINE** module and as such, your main source of information will be myUnisa. Visit myUnisa frequently, as important information and fun activities are posted on the site.

Best wishes

Iréze van Wyk (Ms)

Your primary lecturer for MNG2601

MNG2601 e-tutors

Your e-tutors for MNG2601

DEPARTMENT OF BUSINESS MANAGEMENT

ADDENDUM A: PETROSA CASE STUDY

Use the following case study to answer the related questions in **Assignments 02 and 03. (This is relevant to the assignments for both semesters.)**

PETROSA

Introduction

The Petroleum, Oil and Gas Corporation of South Africa Ltd (PetroSA) is South Africa's national oil company and a subsidiary of the Central Energy Fund (CEF). The CEF is wholly owned by the government and reports to the Department of Energy.

The core of PetroSA's business activities is to explore and produce oil and natural gas and to participate in, and acquire local as well as international upstream petroleum ventures. All of its operations run according to world-class safety and environmental standards. PetroSA was formed in 2002 when Soekor E & P (Pty) Ltd, Mossgas (Pty) Ltd, and parts of the Strategic Fuel Fund (another subsidiary of CEF) pooled all their resources together to form PetroSA.

PetroSA primarily focuses on the production of synthetic fuels from offshore gas at one of the world's largest gas-to-liquid (GTL) refineries in Mossel Bay, South Africa, and the marketing and trading of oil and petrochemicals. Finally, PetroSA also focuses on the development of domestic refining, and liquid fuels logistical infrastructure.

PetroSA operates the FA-EM, South Coast gas fields as well as the Oribi and Oryx oil fields. These gas-producing fields provide feedstock to the Mossel Bay GTL refinery. There are four other crude oil refineries that operate in South Africa – Sapref and Enref in KwaZulu-Natal; Chevref in the Western Cape; and Natref in the Free State.

PetroSA's GTL refinery produces ultra-clean, low-sulphur, low-aromatic synthetic fuels and other high-value products that are converted from natural methane-rich gas and condensate using unique technology. Key commodities that are produced include unleaded petrol, kerosene (paraffin), diesel, propane, liquid oxygen and nitrogen, distillates, eco-fuels and alcohols. Its world-class synthetic fuels and petrochemicals are marketed internationally. PetroSA is recognised in the industry as a pioneer when it comes to petrochemical research and development.

PetroSA boasts a strategic objective called "Our Vision 2020" – compiled in 2008. The aim of this is to become a fully integrated, commercially competitive national oil company, supplying at least 25% of South Africa's liquid fuel needs by 2020. Its mission is to be the leading provider of hydrocarbons and related quality products by leveraging proven technologies and harnessing human capital for the benefit of all stakeholders in South Africa. There are several ways to achieve this, including:

- 1) sustaining the Mossel Bay GTL refinery as a profitable operation;
- 2) ensuring the security of energy supply for the country while growing the company into a significant industry player;
- 3) transforming the company, the sector and society; and
- 4) ensuring that the above are carried out in line with the highest safety, health, quality and environmental standards.

PetroSA's executive management team consists of eight members: Sizwe Welcome Mncwango, Lemuel Edwin Dumisa, Fortunate Ester Letlape, Adv. Motsehoa Brenda Madumise, Smunda Shadrack Mokoena, Andrew Conway Gaorekwe Molusi, Victor Sibiya, George Cameron Smith and Musa Moment Zwane.

Milestones

1965 to 1973

Following the establishment of Soekor, the first land search for oil commenced in Beaufort West, Western Cape, in 1965. In 1969, gas deposits were discovered in the continental shelf complex off the Southern Cape coast. In 1970, Soekor commenced offshore drilling in a joint venture with Rand Mines and US Natural Resources. In 1973, Soekor drilled its first offshore well on its own.

1983 to 1991

In 1983, the EM field was discovered. The EM field, together with the FA field, provided the basis for establishing the GTL project in Mossel Bay, which was initiated in 1987. Oryx, the first of South Africa's current oil-producing fields, was discovered in 1988. Oryx is 100% owned by PetroSA. The first well (EC-E) for the Sable oil field, located 95 km offshore of Oribi, was drilled in 1989. PetroSA had a 60% working interest in Sable, with its partners, Pioneer Natural Resources and Petroleum Ltd, who owned 35% and 5% respectively.

1992 to 2000

In 1997, South Africa's first oil production started when the Oribi field became on-stream. The government's White Paper on the Energy Policy of the Republic of South Africa, which governs South Africa's offshore oil and gas industry, was published in 1998. This policy also makes provision for the separation of the commercial, strategic and regulatory functions of the Central Energy Fund group of companies.

2002 to 2010

In 2002, PetroSA was formed, and in 2003, it bought Brass Exploration Unlimited. Brass Exploration Unlimited was in the same stage of the supply chain as PetroSA. The South Coast gas fields commenced gas and condensate production in 2007, using a very simplistic production-line set-up. The Department of Minerals and Energy's Energy Security Master Plan (ESMP) was developed in the same year. This gave rise to Project Mthombo – aimed at ensuring security of supply for the country by reducing the importation of petroleum products and producing cleaner fuels. However, the information system facilitating the project still needed refining – which involved identifying strengths and weaknesses concerning the project.

In 2008, PetroSA's Vision 2020 was launched and in 2009, feasibility studies on Project Mthombo and on its information systems were finalised. In 2010, PetroSA signed a sponsorship agreement with the University of the Western Cape (UWC), which led to the establishment of the PetroSA Synthetic Fuels Research Centre at the UWC. It also resulted in the company relocating its conversion of olefins-to-distillates (COD) pilot plant from Mossel Bay to the UWC. Since then, PetroSA has continued to invest heavily in new processes and technologies.

PetroSA and its employees

In an effort to ensure that all employees are briefed on developments, PetroSA regularly communicates with employees through a daily semi-private internal electronic bulletin. There is also a strong focus on employee development at PetroSA. Empowering employees to make full use of their talents and skills at work is vital to the future of PetroSA. The employee development plan is an ongoing strategic plan that benefits all employees and aligns closely with PetroSA's commitment to the Broad-Based Black Economic Empowerment (BBBEE) principles. The employee development plan offers:

- study assistance covering the cost of external courses. External courses relate to employees' jobs and include MBAs and post-graduate degrees, technical and vocational qualifications.
- temporary placements at various other PetroSA departments or Government partners, such as the Department of Energy and the Central Energy Fund, in order to learn various skills.

PetroSA has also launched a Management Development Programme that aims to identify and develop individuals with the management and leadership skills required to take its business forward. This is an ad hoc programme and is designed with specific training needs in mind (such as diversity training or time management). Another learning and development initiative that PetroSA is implementing is the Talent Evolution Project. This will support South Africa's National Skills Development Strategy (NSDS) by addressing the need to improve the way South Africa develops its national skills base and will also promote sustainable employment. The Management Development Programme and Talent Evolution Project also enable managers and employees to perform a greater variety of tasks outside their generic prescribed job descriptions.

Meanwhile, PetroSA continues to work alongside various external partners on initiatives designed to improve academic qualifications, support career progression, enhance productivity and provide greater mobility to people in their careers. They frequently distribute important information over their partner-communication-interface (PCI). Investing in its people remains a cornerstone of its transformation agenda – one of the key focus areas within the 2020 Vision. This goal focuses on achieving organisational and societal transformation, and positioning PetroSA for competitive growth. Adv. Motsehoa Brenda Madumise is PetroSA's legal advisor with over 25 years' experience in business development and operations, as well as strategic planning and transformation. Adv. Madumise has been a member of the PetroSA Board since December 2012.

A DAY IN THE SHOES OF MR S MAKGOPA

As a supervisor in the marketing department at PetroSA, Mr Makgopa is responsible for short-term planning, applying policies and procedures and executing day-to-day activities. Like other supervisors, he heads a team of four employees who all report only to him. On a quarterly basis, Mr Makgopa gives feedback to his manager, Mrs Seobi, on his team's performance. Mrs Seobi, in turn, reports to the marketing director on her department's goals and objectives.

Adapted from:

Daynes, W. 2012. Petro SA: Inspiring national pride. Available from: <http://www.bus-ex.com/article/petrosa> [Accessed 29 April 2015].

PetroSA. N.d. Our company. Available from: http://www.petrosa.co.za/discover_petroSA/Pages/Our-Company.aspx [Accessed 24 April 2015].

PetroSA. N.d. Historic Milestones. Available from: http://www.petrosa.co.za/discover_petroSA/Pages/Historic-Milestones-PetroSA.aspx [Accessed 24 April 2015].

PetroSA. 2014. 2014 Integrated report. Available from: www.petrosa.co.za/discover_petroSA/Documents/PetroSA2014_IAR.pdf [Accessed 24 April 2015].

PetroSA. N.d. Employee Development. Available from: http://www.petrosa.co.za/driving_change/Pages/Employee-Development.aspx [Accessed 27 April 2015].

PetroSA. N.d. Project Mthombo. Available from: http://www.petrosa.co.za/building_futures/Pages/Project-Mthombo.aspx [Accessed 29 April 2015].

Disclaimers

We try our best to include real-world information and facts concerning the case studies we use. However, in order to assess your knowledge on a variety of topics covered in the syllabus, fictional information has been included. Access the company's website and download their integrated reports for a true reflection and background of the company, its milestones and how they operate.

Although every effort has been made to trace the copyright holders, this has not always been possible. Should any infringement have occurred, the publisher apologises and undertakes to amend the omission in the event of a reprint.

ADDENDUM B: FIRST SEMESTER – ASSIGNMENT 01

This assignment should be completed by students registered for the module MNG2601 in the first semester of 2018

ASSIGNMENT 01

FIRST SEMESTER

Due date: 16 March 2018
Unique number: 878279

- This is a compulsory assignment, and you **MUST** submit this assignment to gain admission to the examination.
- The assignment applies to the **first semester** only.
- This assignment is an online assignment, and you need to access myUnisa to access the assignment.
- The assignment deals with **Learning units 1 to 4** as found on myUnisa and the corresponding chapters in the prescribed book.
- The assignment comprises **10 multiple-choice questions**, worth one mark each (**10 marks**).
- Ensure that your assignment reaches us **on time**.

REMEMBER that this is an online module and as such, your main source of information will be myUnisa. Visit myUnisa frequently, as important information and fun activities are posted on the site.



Assignment 01 is an **online assessment**. You need to access this assignment on myUnisa, and complete it on/before 16 March 20018. Keep this tutorial letter nearby as you need to refer to the case study in Addendum A.

Read the instructions on myUnisa for further details regarding this assessment. Instructions to submit this assessment will be announced during the course of the semester.

ADDENDUM C: FIRST SEMESTER – ASSIGNMENT 02

This assignment should be completed by students registered for the module MNG2601 in the first semester of 2018

ASSIGNMENT 02

FIRST SEMESTER

Due date: 29 March 2018
Unique number: 893692

- This is a compulsory assignment, and you **MUST** submit this assignment.
- The assignment applies to the **first semester** only.
- As this is an online module, the preferred method of submission is via myUnisa, or answering all the questions on a mark-reading sheet and submitting it to Unisa via courier.
- The assignment deals with **Learning units 1 to 6** as found on myUnisa and the corresponding chapters in the prescribed book.
- The assignment comprises **25 multiple-choice questions**, worth one mark each (**25 marks**).
- When using a mark-reading sheet, write your **name, student number** and the **unique number** of this assignment on the mark-reading sheet.
- Ensure that your assignment reaches us **on time**.

REMEMBER that this is an online module and as such, your main source of information will be myUnisa. Visit myUnisa frequently, as important information and fun activities are posted on the site.



Question 1

Carefully read the following paragraph about the **strategic management process**, and then answer question 1 by critiquing its contents.

The strategic management process consists of four phases, namely, strategic analysis, formulation, implementation and strategic control. The first stage, namely, the strategic analysis phase, requires a manager to develop a vision and mission, set long-term goals and analyse the environment. The last phase of the process involves monitoring the implementation of the strategic plan and ensuring quality and total effectiveness in terms of organisational performance, productivity and management effectiveness.

1. From the options below, select the critique that applies to the above paragraph.
 - 1 There are five phases in the strategic management process, not four.
 - 2 The name of the first stage of the strategic management process is incorrect.
 - 3 The first stage of the strategic management process is incorrectly described.
 - 4 The last stage of the strategic management process is incorrectly summarised.
2. An organisation's _____ **strategy** includes overall corporate-level _____ **strategies**.
 - 1 grand; growth and decline
 - 2 generic; growth and departmental
 - 3 grand; cost, leadership and focus
 - 4 generic; cost, leadership and departmental

Questions 3 to 5

Consider the following steps in the **decision-making process** and answer questions 3 to 5.

- a Implement the chosen option.
 - b Evaluate alternative courses of action.
 - c Select the best course of action.
 - d Conduct follow-up evaluation.
 - e Generate creative alternatives.
 - f Set goals and criteria.
 - g Recognise, classify and define the problem.
3. Place the steps listed above in the **correct sequential** order.
 - 1 b; f; e; b; c; a; d
 - 2 d; e; f; a; d; b; c
 - 3 g; f; e; b; c; a; d
 - 4 e; g; f; a; d; b; c

4. A suitable organisational structure, good leadership and a strong organisational culture assist in the execution of **this particular step**.

1 a
2 b
3 f
4 g

5. Managers would typically conduct assessments in terms of strengths, weaknesses, advantages, disadvantages, benefits and costs in **this particular step**.

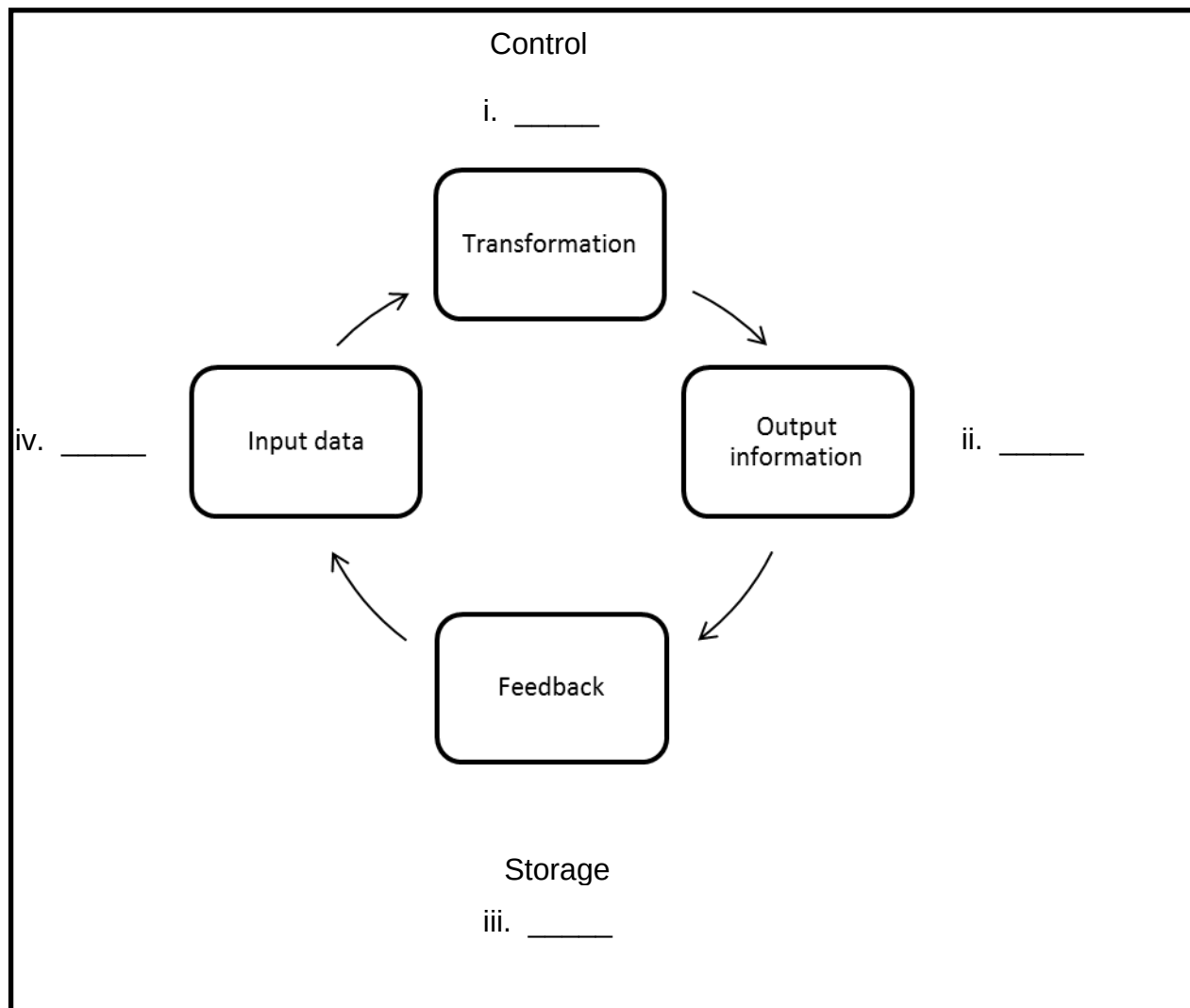
1 b
2 d
3 e
4 f

6. A manager making a decision under the **condition of certainty** can make use of the _____ decision-making tool.

1 decision tree
2 queuing theory
3 probability analysis
4 cost-benefit analysis

Question 7

Consider the figure depicting an **information system model** and answer question 7.



7. Complete the **information system model** by choosing the correct option.

- 1 i) software resources; ii) procedures; iii) hardware resources; iv) human resources
- 2 i) hardware resources; ii) procedures; iii) software resources; iv) human resources
- 3 i) human resources; ii) software resources; iii) procedures; iv) hardware resources
- 4 i) procedures; ii) software resources; iii) hardware resources; iv) human resources

Questions 8 to 10

Consider the various **types of information systems** listed below and then answer questions 8 to 10.

- a Intranet
- b Transaction processing
- c Electronic commerce
- d Expert
- e Process control
- f Business function
- g Information reporting
- h Executive information

8. Variables _____ and _____ are major categories of **management information systems**.

- 1 a; b
- 2 b; d
- 3 d; f
- 4 g; h

9. Variables _____ and _____ are major categories of **operations information systems**.

- 1 b; e
- 2 c; d
- 3 b; g
- 4 f; h

10. Variable _____ is **an information system** consisting of hardware and software packages that can reach, or sometimes exceed the level of performance of a human specialist.

- 1 b
- 2 d
- 3 e
- 4 f

The following questions are based on the PetroSA case study (see Addendum A)

IMPORTANT:

- 1) An addendum is a supplementary document added to **the document that you are reading**. If you do not know where to find addendum A, page through this tutorial letter.
- 2) You need to know your theory really well in order to apply the theory to the case study. Refer to the announcement titled “*Additional support and Scope of exam*” and see the attachment titled “*How to apply theory to the case study*”, as the activities in the announcement will equip you accordingly.

11. Adv. Madumise is a _____ **-level manager** at PetroSA, and _____.

- 1 middle; is responsible for the near future of PetroSA
- 2 middle; implements policies, plans and strategies within her functional department at PetroSA
- 3 top; can influence PetroSA’s organisational culture
- 4 top; is the crucial interface between management and the major body of PetroSA employees

12. Mrs Letlape typically performs the _____ **functions of management**.

- 1 planning and delegating
- 2 organising and coordinating
- 3 planning, organising, leading and controlling
- 4 organising, delegating, motivating and controlling

Questions 13 to 16

Consider the following variables from PetroSA’s **management environment** and answer questions 13 to 16.

- a Key commodities that are produced by PetroSA include unleaded petrol, kerosene (paraffin), diesel, propane, liquid oxygen and nitrogen, distillates, eco-fuels and alcohols.
- b South Africa’s National Skills Development Strategy (NSDS3).
- c The South African local market.
- d World-class environmental standards.
- e Other key industry players such as Sapref and Enref.
- f Natural gas deposits and natural methane-rich gas.
- g PetroSA’s (and the world’s largest) gas-to-liquid (GTL) refinery in Mossel Bay.
- h Oryx, which is 100% owned by PetroSA.
- i MBAs and post-graduate degrees, technical and vocational qualifications.
- j Rand Mines and US Natural Resources.

13. Which of the variables listed above are examples from PetroSA's **micro-environment**?
- 1 a; d
 - 2 a; g
 - 3 c; d
 - 4 c; j
14. Which of the variables listed above are examples from PetroSA's **market environment**?
- 1 a; b
 - 2 c; e
 - 3 d; f
 - 4 b; j
15. Which of the variables listed above are examples from PetroSA's **remote environment**?
- 1 b; c
 - 2 e; f
 - 3 d; f
 - 4 h; c
16. Variable _____ is an example of a **strength** of PetroSA.
- 1 a
 - 2 d
 - 3 e
 - 4 h
17. During the **refinement stage** of Project Mthombo, PetroSA can use the _____ **technique** to assist them. PetroSA would typically make use of this technique in the _____ **phase of analysing the management environment**.
- 1 SWOT analysis; first
 - 2 SWOT analysis; second
 - 3 linear trend estimation; third
 - 4 linear trend estimation; fourth
18. The Energy Policy of the Republic of South Africa is an example of a _____ **plan**.
- 1 medium-term
 - 2 single-use
 - 3 standing
 - 4 tactical

19. Mr Makgopa would typically formulate _____ **plans**.
- 1 tactical
 - 2 strategic
 - 3 short-term
 - 4 long-term
20. PetroSA's **mission statement** addresses the _____, _____ and _____ components of a mission statement.
- 1 product; technology; internal perspective
 - 2 technology; public image; market
 - 3 customer; public image; market
 - 4 product; technology; market
21. In 2003, PetroSA followed a/an _____ **corporate growth strategy**.
- 1 innovation
 - 2 horizontal integration
 - 3 product development
 - 4 conglomerate diversification
22. Managers at PetroSA typically engage in _____ **decisions** under **conditions of** _____ when deciding if an employee should temporarily work in another department of PetroSA.
- 1 programmed; risk
 - 2 non-programmed; risk
 - 3 programmed; certainty
 - 4 non-programmed; uncertainty
23. When making decisions regarding study assistance, managers at PetroSA would typically follow the _____ **decision-making model** and _____.
- 1 rational; optimise
 - 2 rational; satisfice
 - 3 bounded-rationality; optimise
 - 4 bounded-rationality; satisfice
24. While the various **group decision-making techniques** can be used at various managerial levels, Mr Makgopa's managerial position indicates that he would mainly use the _____ **technique** for improving group decision-making.
- 1 nominal group
 - 2 brainstorming
 - 3 Kepner-Fourie
 - 4 Delphi

25. The information system used to distribute PetroSA's electronic bulletin is a/an _____ **system.**

- 1 expert
- 2 intranet
- 3 extranet
- 4 business function

[Total: 25 marks]

ADDENDUM D: FIRST SEMESTER – ASSIGNMENT 03

This assignment should be completed by students registered for the module MNG2601 in the first semester of 2018

ASSIGNMENT 03

FIRST SEMESTER

Due date: 13 April 2018
Unique number: 884945

- This is a compulsory assignment, and you **MUST** submit this assignment.
- The assignment applies to the **first semester** only.
- As this is an online module, the preferred method of submission is via myUnisa, or answering all the questions on a mark-reading sheet and submitting it to Unisa via courier.
- The assignment deals with **Learning units 1 to 11** as found on myUnisa and the corresponding chapters in the prescribed book.
- The assignment comprises **35 multiple-choice questions**, worth one mark each (**35 marks**).
- When using a mark-reading sheet, write your **name, student number** and the **unique number** of this assignment on the mark-reading sheet.
- Ensure that your assignment reaches us **on time**.

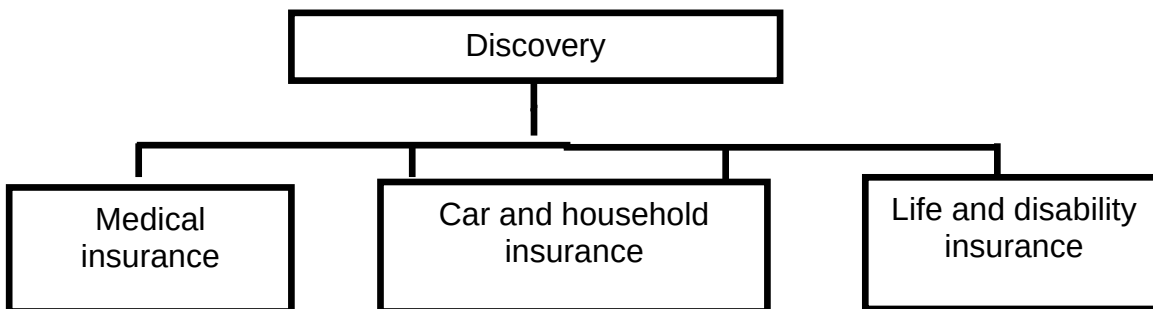
REMEMBER that this is an online module and as such, your main source of information will be myUnisa. Visit myUnisa frequently, as important information and fun activities are posted on the site.



1. Arrange the following **steps** in the design of an **organisational structure** in the correct sequential order.
 - a Control mechanism
 - b Design jobs and assign to employees
 - c Develop organisational design
 - d Define worker relationships
 - e Outline the tasks and activities
 - f Set the vision, mission, goals and strategies
 - 1 b; c; d; e; f; a
 - 2 c; b; e; f; d; a
 - 3 e; f; b; d; c; a
 - 4 f; e; b; d; c; a
2. One **disadvantage** of _____ **departmentalisation** is that each employee reports to two supervisors, which violates the unity-of-command principle of organising.
 - 1 location
 - 2 product
 - 3 network
 - 4 matrix
3. There are various **reasons for organising**, however, one of the reasons, _____, enhances the effectiveness and quality of the work performed.
 - 1 synergy
 - 2 coordination
 - 3 systematic grouping
 - 4 allocation of responsibilities
4. _____ refers to the number of employees reporting to one supervisor.
 - 1 Unity of command
 - 2 Span of control
 - 3 Division of work
 - 4 Delegation

Question 6

The following figure is an example of a **departmentalisation structure**.



5. Which **departmentalisation structure** does the above figure represent?
- 1 Market
 - 2 Location
 - 3 Product
 - 4 Customer
6. The type of interdependence one would expect to find in any organisation's manufacturing process is _____ **interdependence**.
- 1 sequential
 - 2 reciprocal
 - 3 pooled
 - 4 system
7. Which one of the following concepts relates to **personality and work**?
- 1 Self-fulfilment
 - 2 Self-efficacy
 - 3 Perceptions
 - 4 Attitudes

8. There are various models and concepts that can assist managers to understand and manage the **behaviour of individuals**.

One example of these models and/or concepts is _____, which, for example, uses _____, which _____.

- 1 the Myers-Briggs Type Indicator; Sensing (S) – Intuition (I); is a scale concerning the lifestyle of a particular individual
- 2 emotional intelligence; emotional fitness; involves knowledge and understanding of one's own emotions and how they function
- 3 the big five personality dimensions; conscientiousness; taps into an individual's ability to handle job-related stress and can lead to high levels of anxiety
- 4 the concept of personality; self-efficacy; refers to an individual's belief in his/her capabilities to organise and execute the actions required to manage prospective situations

9. The **law of _____** in **perceptual grouping** refers to the tendency to complete a figure so that it portrays an overall form.

- 1 closure
- 2 similarity
- 3 symmetry
- 4 figure and ground

10. Values affect the moral reasoning of individuals by influencing judgements about ethical and unethical behaviour.

_____, as a value construct in **Schwartz's value circumflex**, refers to the _____.

- 1 Achievement; preservation and enhancement of the welfare of people with whom one is in frequent personal contact
- 2 Power; respect, commitment and acceptance of the customs and ideas that culture provides
- 3 Universalism; understanding, appreciation, tolerance and protection of the welfare of all people, traditions and nature
- 4 Tradition; restraints on actions, inclinations and impulses likely to upset or harm others

11. The three components of **attitude** are _____, _____ and _____.

- 1 evaluation; ability; behaviour
- 2 evaluation; affective; action
- 3 affective; cognitive; evaluation
- 4 behaviour; ability; affective

12. The _____ is a useful tool for understanding the drivers of **individual behaviour and results**.
- 1 MARS model
 - 2 Schwartz's value circumflex
 - 3 Myers-Briggs Type Indicator
 - 4 big five personality dimensions framework

Questions 13 to 16

Consider the following approaches to, and theories regarding **leadership**, and answer questions 13 to 16.

- a Behaviour approach to leadership.
- b Path-goal leadership theory.
- c Situational leadership theory.
- d Transformational leadership.
- e Least preferred co-worker leadership theory.
- f Blake and Mouton leadership grid.
- g Charismatic leadership.
- h Contingency approach to leadership.
- i Trait theory to leadership.
- j Transactional leadership.

13. The **leadership approach/ theory** presented by variable _____ focuses on how leaders act, delegate, communicate and motivate their employees.

- 1 a
- 2 c
- 3 h
- 4 i

14. The **leadership theory** presented by variable _____ is an example of variable _____ (a leadership approach).

- 1 b; a
- 2 c; i
- 3 e; j
- 4 f; a

15. The **leadership approach/ theory** presented by variable _____ identifies four major leadership behaviours, namely directive, supportive, participative and achievement-orientated leadership behaviour.

- 1 b
- 2 c
- 3 e
- 4 f

16. Variable _____ includes traits such as self-confidence, vision, the ability to articulate the vision, strong convictions about the vision and is environmentally sensitive.
- 1 c
 - 2 d
 - 3 g
 - 4 j
17. John Kotter distinguishes between **leaders and managers**. According to him, leaders _____, while managers _____.
- 1 plan and budget for the department; motivate and inspire people
 - 2 organise and staff the department; deal with complexity
 - 3 provide a directive; plan and budget for the department
 - 4 motivate and inspire people; provide a directive
18. The focus of **content motivational theories** is to _____.
- 1 evaluate employee satisfaction after a goal has been achieved
 - 2 evaluate behaviour as a function of rewards and punishment
 - 3 identify the factors that influence the behaviour of employees
 - 4 identify the process of setting goals
19. The _____ theory is an example of a **content motivational theory**.
- 1 equity
 - 2 expectancy
 - 3 reinforcement
 - 4 acquired needs
20. **Strategic control** is about _____.
- 1 working with and through people, achieving organisational goals, balancing efficiency and effectiveness and coping with a changing environment
 - 2 total effectiveness, productivity, management effectiveness and maturity
 - 3 strategic analysis, strategic formulation, strategic implementation and feedback
 - 4 financial control, human resources control, control of physical resources and control of information resources
21. _____ **control** is implemented to minimise the negative impact on customers or stakeholders due to faulty outputs.
- 1 Rework
 - 2 Damage
 - 3 Concurrent
 - 4 Preliminary

22. Which one of the following options is **not** a **characteristic of an effective control system**?
- 1 Flexibility
 - 2 Accuracy
 - 3 Simplicity
 - 4 Objectivity

Questions 23 to 27

The following questions are based on the PetroSA case study (see Addendum A)

IMPORTANT:

- 1) An addendum is a supplementary document added to the document that you are reading. If you do not know where to find Addendum A, page through this tutorial letter.
- 2) You need to know your theory really well in order to apply the theory to a case study. Refer to the announcement titled “*Additional support and Scope of exam*” and see the attachment titled “*How to apply theory to the case study*”, as the activities in the announcement will equip you accordingly.

23. Apart from study assistance, the employee development plan also incorporates **job** _____.

- 1 rotation
- 2 enrichment
- 3 enlargement
- 4 specialisation

24. Investing in its people remains a cornerstone of its transformation agenda – one of the key focus areas within the 2020 Vision. This goal focuses on achieving organisational and societal transformation, and positioning PetroSA for competitive growth.

What leadership style would best assist PetroSA in this regard? It would be a _____ **leader**.

- 1 transformational
- 2 transactional
- 3 charismatic
- 4 directive

25. There are various **motivational theories** that can provide managers with good indications of how people might behave in certain circumstances.

According to _____, study assistance at PetroSA would satisfy an employee's _____ need, which is a _____ order need.

- 1 Alderfer's ERG theory; relatedness; higher
- 2 Vroom's expectancy theory; achievement; lower
- 3 McClelland's achievement motivation; power; lower
- 4 Maslow's hierarchy of needs; self-actualisation; higher

26. According to **Maslow's hierarchy of needs**, PetroSA's employment development plan will satisfy the _____ need of employees.
- 1 security
 - 2 esteem
 - 3 physiological
 - 4 self-actualisation
27. The Talent Evolution Project incorporates the _____ **dimension** of the **job characteristic model**.
- 1 autonomy
 - 2 skill variety
 - 3 task identity
 - 4 task significance

Questions 28 to 35

The following questions are based on Engen's integrated report (IR) of 2015. You need to download the report to be able to answer the questions:

TO DOWNLOAD REPORT:

Open your web browser and copy the following link in your web browser:

http://www.engen.co.za/Media/Default/PDF/ENGEN_LTD_INTEGRATED_ANNUAL_REPORT_2015_FINAL.pdf

This URL link will be posted in an announcement on myUnisa titled "Engen IR 2015". You can merely click on the link in the announcement, and you will be directed to the IR report.

Download and save the integrated report on your desktop or in a folder that you will be able to access easily. Once you have saved the integrated report, open the report and do the questions.

We advise that you work with the electronic version of the integrated report, as it is a lengthy document to print.

28. Read the **first paragraph** under the heading "**Our relationships**" on **page 12** of the IR report.
- Which **area of management** at Engen will typically be responsible for the relationship with their stakeholders?
- 1 Public relations
 - 2 Marketing function
 - 3 Stakeholder relations
 - 4 Human resources function

29. Read the heading “**Composition**” on **page 31** of the IR report.

Mr Vukile Zondani is a _____ **-level manager**.

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

Questions 30 and 31

Read the **first paragraph** under the heading “**Our Business**” on **page 16** of the 2015 IR report.

30. The “oil and gas sector” is a variable of Engen’s _____ **environment**.

- 1 internal
- 2 micro
- 3 market
- 4 remote

31. The phrase “our distribution facilities” refers to a variable of Engen’s _____ **environment**.

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

Questions 32 and 33

Read the **third (or last) paragraph** under the heading “**Global environment**” on **page 24** of the IR report.

32. The “weak economic recovery” is a variable in Engen’s _____ **environment**.

- 1 micro
- 2 task
- 3 market
- 4 remote

33. The “weak economic recovery” can be classified as a _____ according to the **SWOT analysis**.

- 1 risk
- 2 threat
- 3 weakness
- 4 threat and weakness

Questions 34 and 35

Read the **first and second paragraph** regarding “Developing Talent” on **page 49** of the IR report.

34. The “learnership programme” is designed to address the scarce skills within the sector. Such a programme would typically last for a specified time during which employed and unemployed learners enrol for the programme. Afterwards, the programme would end, and new enrolments would be taken in (skills shortage is an on-going issue in South Africa). This is an example of a _____ **plan**.
- 1 single-use
 - 2 strategic
 - 3 standing
 - 4 long-term
35. According to **Hertzberg’s two-factor motivation theory**, the “learnership programme” is a _____ factor, and concerns job _____.
- 1 hygiene; content
 - 2 hygiene, context
 - 3 motivator, content
 - 4 motivator, context

[Total: 35 marks]

ADDENDUM E: SECOND SEMESTER – ASSIGNMENT 01

This assignment should be completed by students registered for the module MNG2601 in the second semester of 2018.

ASSIGNMENT 01

SECOND SEMESTER

Due date: 17 August 2018

Unique number: 755505

- This is a compulsory assignment, and you **MUST** submit this assignment to gain admission to the examination.
- The assignment applies to the **second semester** only.
- This assignment is an online assignment, and you need to access myUnisa to access the assignment.
- The assignment deals with **Learning units 1 to 4** as found on myUnisa and the corresponding chapters in the prescribed book.
- The assignment comprises **10 multiple-choice questions**, worth one mark each (**10 marks**).
- Ensure that your assignment reaches us **on time**.

REMEMBER that this is an online module and as such, your main source of information will be myUnisa. Visit myUnisa frequently, as important information and fun activities are posted on the site.



Assignment 01 is an **online assessment**. You need to access this assignment on myUnisa, and complete it on/before the 17 August 2018. Keep this tutorial letter nearby as you need to refer to the case study in Addendum A.

Read the instructions on myUnisa for further details regarding this assessment. Instructions to submit this assessment will be announced during the course of the semester.

ADDENDUM F: SECOND SEMESTER – ASSIGNMENT 02

This assignment should be completed by students registered for the module MNG2601 in the second semester of 2018.

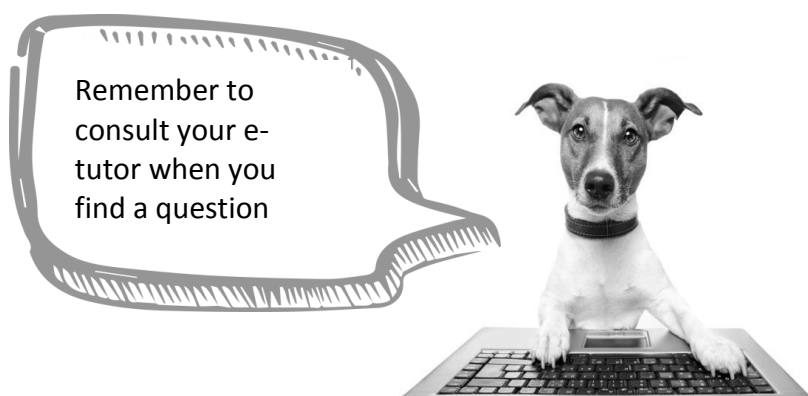
ASSIGNMENT 02

SECOND SEMESTER

Due date: 31 August 2018
Unique number: 852106

- This is a compulsory assignment, and you **MUST** submit this assignment.
- The assignment applies to the **second semester** only.
- As this is an online module, the preferred method of submission is via myUnisa, or answering all the questions on a mark-reading sheet and submitting it to Unisa.
- The assignment deals with **Learning units 1 to 6** as found on myUnisa and the corresponding chapters in the prescribed book.
- The assignment comprises **25 multiple-choice questions**, worth one mark each (**25 marks**).
- When using a mark-reading sheet, write your **name**, **student number** and the **unique number** of this assignment on the mark-reading sheet.
- Ensure that your assignment reaches us **on time**.

REMEMBER that this is an online module and as such, your main source of information will be myUnisa. Visit myUnisa frequently, as important information and fun activities are posted on the site.



Question 1

Carefully read the following paragraph about the **strategic management process**, and then answer the question to critique its contents.

The strategic management process consists of four phases, namely, strategic analysis, formulation, implementation and strategic control. The first stage, namely, the strategic analysis phase, requires a manager to develop a vision and mission and analyse the environment. The last phase of the process involves setting functional goals and objectives and then monitoring the implementation of the strategic plan and ensuring quality and total effectiveness in terms of organisational performance, productivity and management effectiveness.

1. Which one of the following critiques applies to the above paragraph?
 - 1 The number of phases in the strategic management process is incorrect.
 - 2 Strategic analysis is a phase, not the first phase of the strategic management process.
 - 3 The strategic analysis stage of the strategic management process is incorrectly summarised.
 - 4 The last stage of the strategic management process is incorrectly summarised.

Questions 2 and 3

Match the **strategic management concept** in **Column A** with the correct **definition** of the concept in **Column B**.

Column A Strategic management concept	Column B Definition
2. Diversification strategy	1 Involves concentrating on a specific segment of the market, giving the organisation a competitive edge.
3. Focus strategy	2 Involves maximising sales by minimising cost per unit.
	3 A strategy whereby the organisation goes into a related or unrelated line of business.
	4 A strategy whereby a business unit is sold in order to change the scope of operations.

Questions 4 to 6

Consider the following **steps** in the **decision-making process** and answer questions 4 to 6.

- a Implement the chosen option.
- b Recognise, classify and define the problem or opportunity.
- c Set goals and criteria.
- d Conduct follow-up evaluation.
- e Generate creative alternative courses of action.
- f Select the best course of action.
- g Evaluate alternative courses of action.

4. Which one of the listed steps categorises the problem or opportunity in terms of the **type of decision, conditions** under which it is taken and the applicable **decision-making model** used to assist in the **execution of this particular step in the decision-making process**.

- 1 a
- 2 b
- 3 f
- 4 g

5. This **step in the decision-making process** requires subjectivity, as well as a manager's experience, and values. The choice in this step is also influenced by internal politics.

- 1 g
- 2 d
- 3 e
- 4 f

6. A manager making a decision under the **condition of uncertainty** can make use of the _____ **decision-making tool**.

- 1 decision tree
- 2 queuing theory
- 3 linear programming
- 4 systematic programming

7. Which one of the following options is a characteristic of **useful information**?

It _____.

- 1 integrates with planning
- 2 accommodates change
- 3 is not too complex
- 4 is of high quality

Questions 8 to 10

Consider the different types of **information systems** listed below and then answer questions 8 to 10.

- a Information reporting
- b Decision support
- c Office automation
- d Expert
- e Process control
- f Business function
- g Intranet
- h Electronic commerce

8. _____ and _____ are major categories of **management information systems**.

- 1 a; b
- 2 b; d
- 3 d; f
- 4 g; h

9. _____ and _____ are major categories of **operations information systems**.

- 1 b; c
- 2 c; e
- 3 b; g
- 4 f; h

10. _____ is an **information system** that supports organisational areas such as finance, purchasing and marketing.

- 1 b
- 2 e
- 3 f
- 4 h

Questions 11 to 25

The following questions are based on the PetroSA case study (see Addendum A)

IMPORTANT:

- 1) An addendum is a supplementary document added to the document that you are reading. If you do not know where to find Addendum A, page through this tutorial letter.
- 2) You need to know your theory really well in order to apply the theory to a case study. Refer to the announcement titled "*Additional support and Scope of exam*" and see the attachment titled "*How to apply theory to the case study*", as the activities in the announcement will equip you accordingly.

11. Mrs Letlape is a _____ **-level manager** at PetroSA, and _____.
- 1 middle; is responsible for the near future of PetroSA
 - 2 middle; implements policies, plans and strategies within her functional department at PetroSA
 - 3 top; is mainly concerned with long-term planning and determining organisational goals
 - 4 top; typically spends a lot of time supervising subordinates while planning for short-term tasks and responsibilities
12. Mr Molusi typically performs the _____ **functions of management**.
- 1 planning and coordinating
 - 2 organising and delegating
 - 3 planning, organising, leading and controlling
 - 4 organising, delegating, motivating and controlling

Questions 13 to 16

Consider the following variables from PetroSA's **management environment** and answer questions 13 to 16.

- a PetroSA's GTL refinery produces ultra-clean, low-sulphur, low-aromatic synthetic fuels.
- b South Africa's National Skills Development Strategy (NSDS3).
- c The international market .
- d World-class safety standards.
- e Enref, Chevref and Natref.
- f Natural gas deposits and natural methane-rich gas.
- g PetroSA's (and the world's largest) gas-to-liquid (GTL) refinery in Mossel Bay.
- h Oryx, which is 100% owned by PetroSA..
- i MBAs and post-graduate degrees, technical and vocational qualifications.
- j Rand Mines and US Natural Resources.

13. Which of the variables listed above are examples of PetroSA's **micro-environment**?
- 1 a; d
 - 2 a; g
 - 3 c; d
 - 4 c; j
14. Which of the variables listed above are examples of PetroSA's **market environment**?
- 1 a; b
 - 2 c; e
 - 3 d; f
 - 4 i; j

15. Which of the variables listed above are examples of PetroSA's **remote environment**?
- 1 b; c
 - 2 e; f
 - 3 d; f
 - 4 h; c
16. Variable _____ is an example of a **strength** for PetroSA.
- 1 a
 - 2 c
 - 3 f
 - 4 g
17. The Management Development Programme is an example of a _____ **plan**, which is a/n _____ **type of plan**.
- 1 single-use, operational
 - 2 medium-term; operational
 - 3 standing, human resources
 - 4 medium-term; human resources
18. As a member of the Executive Management Team, Mr Mncwango would typically formulate _____ **plans**.
- 1 tactical
 - 2 strategic
 - 3 short-term
 - 4 intermediate
19. In 2003, PetroSA followed a/n _____ **corporate combination strategy**.
- 1 merger
 - 2 acquisition
 - 3 joint venture
 - 4 strategic alliance
20. In which year did PetroSA follow a **horizontal integration strategy**?
- 1 1983
 - 2 1989
 - 3 2003
 - 4 2010
21. In 1973, managers at Soekor (before PetroSA was launched) typically engaged in _____ **decisions** under **conditions of** _____ regarding the **offshore well**.
- 1 programmed; risk
 - 2 non-programmed; risk
 - 3 programmed; certainty
 - 4 non-programmed; uncertainty

22. When making decisions regarding an employee temporarily working in another department, managers at PetroSA would typically follow the _____ **decision-making model** and _____.
- 1 bounded-rational; optimise
 - 2 bounded-rational; satisfice
 - 3 rational; optimise
 - 4 rational; satisfice
23. While the various group decision-making techniques can be used at various managerial levels, Adv. Madumise's **managerial position** indicates that she would mainly use the _____ **technique** for improving **group decision-making**.
- 1 linear
 - 2 Delphi
 - 3 Kepner-Fourie
 - 4 nominal group
24. The **information system** used to distribute PetroSA's partner-communication-interface (or PCI), is a/an _____ **system**.
- 1 expert
 - 2 intranet
 - 3 extranet
 - 4 business function
25. The study on Project Mthombo's **information system**, finalised in 2009, is typically required and conducted in the _____ **development phase of an information system**.
- 1 design
 - 2 analysis
 - 3 investigation
 - 4 implementation

[Total: 25 marks]

ADDENDUM G: SECOND SEMESTER – ASSIGNMENT 03

This assignment should be completed by students registered for the module MNG2601 in the second semester of 2018.

ASSIGNMENT 03

SECOND SEMESTER

Due date: 14 September 2018

Unique number: 777238

- This is a compulsory assignment, and you **MUST** submit this assignment.
- The assignment applies to the **second semester** only.
- As this is an online module, the preferred method of submission is via myUnisa, or answering all the questions on a mark-reading sheet and submitting it to Unisa via courier.
- The assignment deals with **Learning units 1 to 11** as found on myUnisa and the corresponding chapters in the prescribed book.
- The assignment comprises **35 multiple-choice questions**, worth one mark each (**35 marks**).
- When using a mark-reading sheet, write your **name, student number** and the **unique number** of this assignment on the mark-reading sheet.
- Ensure that your assignment reaches us **on time**.

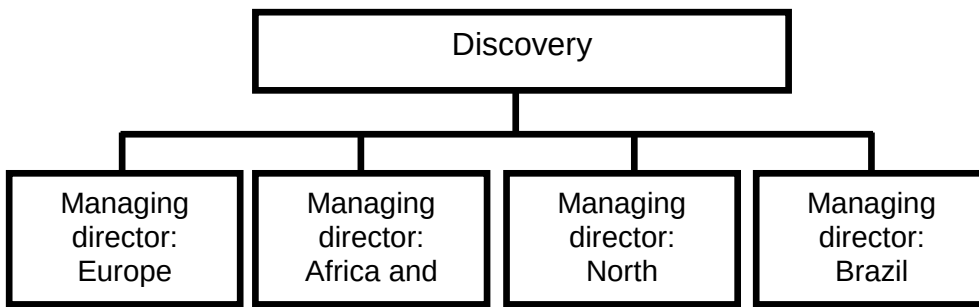
REMEMBER that this is an online module and as such, your main source of information will be myUnisa. Visit myUnisa frequently, as important information and fun activities are posted on the site.



1. Place the following **steps** in **designing an organisational structure** in the correct sequential order.
 - a Develop an organisational design.
 - b Design jobs and assign them to employees.
 - c Outline tasks and activities.
 - d Define worker relationships.
 - e Implement a control mechanism.
 - 1 c; a; d; b; e
 - 2 c; b; d; a; e
 - 3 b; c; a; d; e
 - 4 b; d; a; c; e
2. _____ indicates that each employee should report to only one supervisor.
 - 1 Unity of command
 - 2 Chain of command
 - 3 Division of work
 - 4 Delegation
3. One **disadvantage** of _____ **departmentalisation** is the coordination of affiliated parties' activities to ensure that they contribute to the organisation's mission and goals.
 - 1 location
 - 2 product
 - 3 network
 - 4 matrix
4. _____ is **important in organising** as it entails an in-depth analysis of the work to be done, and allows each employee to be aware of their duties.
 - 1 Synergy
 - 2 Coordination
 - 3 Systematic grouping
 - 4 Allocation of responsibilities

Question 5

The following figure is an example of a **departmentalisation structure**.



5. Which **departmentalisation structure** does the above figure represent?
- 1 Market
 - 2 Location
 - 3 Product
 - 4 Customer
6. The **type of interdependence** one would expect to find in the intensive care ward in a hospital is _____ **interdependence**.
- 1 sequential
 - 2 reciprocal
 - 3 pooled
 - 4 system
7. Which one of the following concepts does **not** relate to **personality and work**?
- 1 Self-efficacy
 - 2 Self-fulfilment
 - 3 Social persuasion
 - 4 Psychological responses
8. The **law of** _____ in **perceptual grouping** encompasses all things that can be grouped together being equal, or near each other.
- 1 closure
 - 2 similarity
 - 3 symmetry
 - 4 proximity

9. Values affect the moral reasoning of individuals by influencing judgements about ethical and unethical behaviour.

_____, as a value construct in **Schwartz's value circumflex**, refers to the _____.

- 1 Achievement; preservation and enhancement of the welfare of people with whom one is in frequent personal contact
- 2 Tradition; respect, commitment and acceptance of the customs and ideas that culture provides
- 3 Hedonism; understanding, appreciation, tolerance and protection of the welfare of all people, traditions and nature
- 4 Power; restraints on actions, inclinations and impulses likely to upset or harm others

10. There are various models and concepts that can assist managers to understand and manage the **behaviour of individuals**.

One example of these models and/or concepts is _____, which, for example, uses _____, which _____.

- 1 the Myers-Briggs Type Indicator; Thinking (T) – Feeling (F); is a scale concerning the lifestyle of a particular individual
- 2 emotional intelligence; emotional literacy; involves knowledge and understanding of one's own emotions and how they function
- 3 the big five personality dimensions; extroversion; taps into an individual's ability to handle job-related stress and can lead to high levels of anxiety
- 4 the concept of personality; locus of control; refers to an individual's belief in his/her capabilities to organise and execute the actions required to manage prospective situations

11. The _____ is a useful tool for understanding individuals' preferences regarding the processing and perceiving of information.

- 1 MARS model
- 2 Schwartz's value circumflex
- 3 Myers-Briggs Type Indicator
- 4 big five personality dimensions framework

12. According to the **trait theory of leadership**, leaders need to display traits that foster trust from employees.

Which one of the following options is **not** such a leadership trait?

- 1 Integrity
- 2 Openness
- 3 Consistency
- 4 Agreeableness

Questions 13 to 15

Consider the following **leadership approaches** to, and **theories regarding leadership**, and answer questions 14 to 16.

- a Behaviour approach to leadership
- b Path-goal leadership theory
- c Situational leadership theory
- d Transformational leadership
- e Least preferred co-worker leadership theory
- f Blake and Mouton leadership grid
- g Charismatic leadership
- h Contingency approach to leadership
- i Trait theory to leadership
- j Transactional leadership

13. Variable _____ focuses on the unique personal characteristics of successful leaders.

- 1 a
- 2 c
- 3 h
- 4 i

14. Variable _____ is an example of variable _____.

- 1 b; a
- 2 c; i
- 3 e; h
- 4 f; i

15. Variable _____ identifies five major leadership styles, namely, impoverished, authoritarian, country club, middle-of-the-road and team management.

- 1 b
- 2 c
- 3 e
- 4 f

16. Variable _____ is a process in which leaders and followers elevate each other to higher levels of morality and motivation.

- 1 c
- 2 d
- 3 i
- 4 j

17. John Kotter distinguishes between **leaders and managers**. According to him, leaders _____, while managers _____.
- 1 plan and budget for the department; motivate and inspire people
 - 2 deal with complexity; organise and staff the department
 - 3 plan and budget for the department; provide a directive
 - 4 motivate and inspire people; deal with complexity
18. The focus of **content motivational theories** is to _____.
- 1 evaluate satisfaction after a goal has been achieved
 - 2 evaluate behaviour as a function of consequences
 - 3 identify the needs that employees want to satisfy
 - 4 identify the process of goal settings
19. _____ **theory** is an example of a **content motivational theory**.
- 1 The equity
 - 2 The reinforcement
 - 3 Victor Vroom's expectancy
 - 4 Maslow's hierarchy of needs
20. Which one of the following options is **not** a reason for the **importance of control**?
It _____.
- 1 ensures that the organisation's resources are deployed in such a way that it attains its objectives
 - 2 results in better quality and enables management to cope with environmental change
 - 3 ensures that costly mistakes are avoided, especially in complex organisations
 - 4 ensures that the responsible employee will take accountability for the outcomes, whether positive or negative
21. _____ **control** is designed to anticipate and prevent possible problems during the input phase of the transformational process.
- 1 Rework
 - 2 Damage
 - 3 Concurrent
 - 4 Preliminary

Questions 22 to 27

The following questions are based on the PetroSA case study (see Addendum A)

IMPORTANT:

- 1) An addendum is a supplementary document added to the document that you are reading. If you do not know where to find Addendum A, page through this tutorial letter.
- 2) You need to know your theory really well in order to apply the theory in a case study. Refer to the announcement titled “*Additional support and Scope of exam*” and see the attachment titled “*How to apply theory to the case study*”, as the activities in the announcement will equip you accordingly.

22. _____ **interdependence** is typically evident in PetroSA’s GLT refinery production process.
- 1 Sequential
 - 2 Reciprocal
 - 3 Pooled
 - 4 System
23. The credentials of Adv. Madumise seem to suggest that she has the appropriate leadership skills required by the management board. Hence, she possesses _____ **power**.
- 1 referent
 - 2 coercive
 - 3 reward
 - 4 expert
24. The advising capacity of Adv. Madumise refers to her _____ **authority**.
- 1 legitimate
 - 2 informal
 - 3 expert
 - 4 staff
25. There are various **motivational theories** that can provide managers with good indications of how people might behave in certain circumstances.
- According to _____, study assistance at PetroSA is an example of a/n _____.
- 1 Alderfer’s ERG theory; need for relatedness
 - 2 Maslow’s hierarchy of needs; esteem need
 - 3 Vroom’s expectancy theory; expectancy element
 - 4 Herzberg’s two-factor motivation theory; motivator factor

26. According to **Herzberg's two-factor motivation theory**, PetroSA's employment development programme is a/an _____ factor.
- 1 expectancy
 - 2 motivator
 - 3 hygiene
 - 4 valance
27. The Management Development Programme incorporates the _____ dimension of the **job characteristic model**.
- 1 autonomy
 - 2 skill variety
 - 3 task identity
 - 4 task significance

Questions 28 to 35

The following questions are based on Engen's integrated report (IR) of 2015. You need to download the report to be able to answer the questions.

TO DOWNLOAD REPORT:

Open your web and copy the following link in your browser:

URL LINK:

http://www.engen.co.za/Media/Default/PDF/ENGEN_LTD_INTEGRATED_ANNUAL_REPORT_2015_FINAL.pdf

This URL link will be posted in an announcement on myUnisa titled "Engen IR 2015". You can merely click on the link in the announcement, and you will be directed to the IR report.

Download and save the integrated report on your desktop or in a folder that you will be able to access easily. Once you've saved the integrated report, open the report and do the questions.

We advise that you work with the electronic version of the integrated report, as it is a lengthy document to print.

28. Read the **first paragraph** under the heading "**Sales and logistics**" on **page 46** of the 2015 IR report.

Which **area of management** will typically be responsible for the sales and logistics at Engen?

- 1 Marketing function
- 2 Operational function
- 3 Procurement function
- 4 Human resources function

29. Read the heading “**Composition**” on **page 31** of the 2015 IR report.

Mr Andrew Bryce is a _____ **-level manager**.

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

Questions 30 and 31

Read the **first paragraph** under the heading “**Our business**” on **page 16** of the 2015 IR report.

30. The phrase “our network of storage facilities” refers to a variable of Engen’s _____ **environment**.

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

31. The “stakeholders” are a variable of Engen’s _____ **environment**.

- 1 micro
- 2 internal
- 3 market
- 4 remote

Questions 32 and 33

Read the **third (or last) paragraph** under the heading “**Global environment**” on **page 24** of the IR report.

32. The “drop in commodity prices” is a variable in Engen’s _____ **environment**.

- 1 micro
- 2 internal
- 3 market
- 4 remote

33. The “drop in commodity prices” can be classified as a _____ according to the **SWOT analysis**.

- 1 risk
- 2 threat
- 3 weakness
- 4 threat and weakness

Questions 34 and 35

Read the **first and second paragraph** on **page 49**, regarding “Developing talent” of the IR report.

34. The “talent management programme” is an example of a _____ **plan**.
- 1 single-use
 - 2 strategic
 - 3 standing
 - 4 long-term
35. According to **Hertzberg’s two-factor motivation theory**, the “talent management programme” is a _____ factor, and concerns job _____.
- 1 hygiene; content
 - 2 hygiene, context
 - 3 motivator, content
 - 4 motivator, context

[Total: 35 marks]



ADDENDUM H: SELF-ASSESSMENTS

Self-assessments

IMPORTANT: This is an **ONLINE** module and making self-assessments available to students remains the lecturer's decision.

There will be one **ONLINE** self-assessments. It will be available towards the end of the semester and will test your knowledge of the subject. The availability of the self-assessment will be communicated **ONLINE** by means of an announcement (under **Announcements**). The self-assessments are **timed** and have a **due date**, to prepare you for the online examination. Hence, they can be seen as "*mini-mock exams*".

Additional questions for self-assessment

You have access to various resources to assess yourself, such as the following:

1. a set of semester assignments and their memorandums (the assignment that you needed to submit for the semester for which you are REGISTERED – memorandums will be forwarded later in the semester)
2. an additional set of semester assignments (the set of assignments made available during the semester for which you are NOT REGISTERED – no memorandums will be made available)

Self-assessments and previous examination papers should be used for revision purposes only. If you consider previous examination papers, you will notice that we do not repeat questions.

MOST of the questions in past papers and the assignment questions are directly derived from the theory. It is easy to look up the answers by referring to your prescribed book.

We invite you to direct any queries to your e-tutor while doing the above-mentioned self-assessments; however, e-tutors will NOT mark your self-assessments. They will only discuss specific questions that you may find difficult, and coach you to get to the correct answer.

E-tutor activities

Your e-tutor will do online tutorials with you throughout the semester. Some of these tutorials will include practical activities. A memo is also provided, depending on student participation (you need to participate for the full memorandum).

You, therefore, have a host of learning opportunities available for you to participate in. Take full advantage of these opportunities!