

MNG2601

(473870)

May/June 2015

GENERAL MANAGEMENT

Duration 2 Hours

70 Marks

EXAMINERS .
FIRST
SECOND .

MS I VAN WYK
MRS L CRONJE

Closed book examination.

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

The use of a calculator is not allowed

This paper consists of 13 pages plus instructions for completing a mark-reading sheet

INSTRUCTIONS

This paper comprises 70 multiple-choice questions

Answer all the questions on the mark-reading sheet. The questions are worth one mark each

Please check that you have filled in the following information on the mark-reading sheet

- your student number
- the module code MNG2601
- the unique number of the paper 473870

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

[TURN OVER]

Questions 1 to 2

Match each **theorist** in **Column A** to the appropriate **contribution** he made to management theory, from the list in **Column B**

Column A (Theorists)		Column B (Contribution to management theory)	
1	Chester Barnard	1	Developed theory X and theory Y
2	Frederick W Taylor	2	Introduced the concept of human needs in management
		3	Pioneered the scientific management approach
		4	Recognised the importance of the interaction between the organisation and its external environment

3 The _____ focuses/focused on individuals who work in organisational groups

- 1 scientific approach
- 2 bureaucratic approach
- 3 human needs and motivation movement
- 4 human relations movement

Questions 4 to 6

Consider the list of activities regarding the **evolution of management theory** and answer questions 4 to 6

- a contributed to the tripod concept and organisation-wide quality management
- b developed job analysis, time and motion studies, standardisation of processes and productivity measures
- c focused on individuals who work in organisational groups and how to improve individual behaviour to improve productivity
- d identified three pure types of organisation, namely, charismatic, traditional and rational-legal organisations
- e contributed to the total quality movement
- f advocated continual improvement through lifelong learning
- g contributed to the scientific management approach
- h pioneered the system's approach to management

4 Frederick Taylor _____ and _____

- 1 c, d
- 2 d, f
- 3 b, g
- 4 e, f

5 Max Weber _____

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

6 Joseph Juran _____ and _____

- 1 a, e
- 2 a, f
- 3 d, c
- 4 d, h

7 Supervisors perform the following **functions of management**

- a planning
- b organising
- c leading
- d coordinating
- e controlling
- f delegating

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

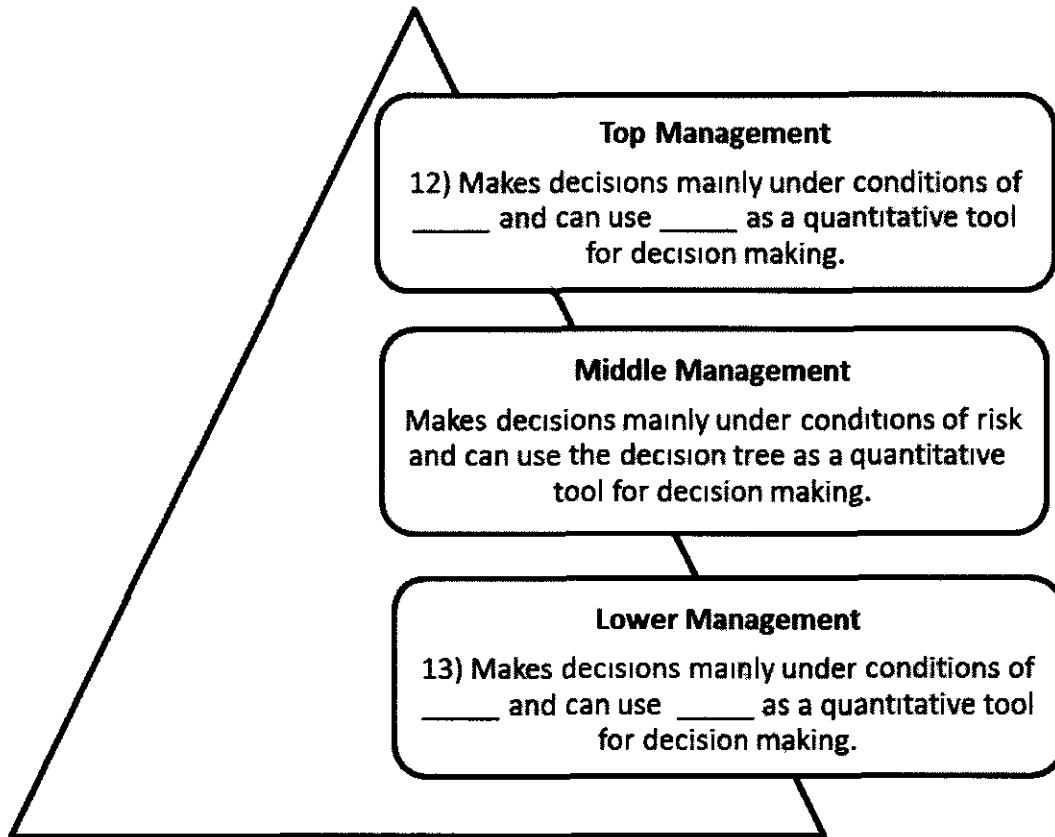
8 The definition of **management** involves _____

- 1 working with and through others
- 2 building an organisational culture
- 3 balancing customer demands and employee satisfaction
- 4 developing internal and external relationships

- 9 Lower-level managers would typically make _____ and _____ plans
- 1 departmental, intermediate
 - 2 tactical, intermediate
 - 3 operational, short-term
 - 4 departmental, short-term
- 10 An organisation's _____ strategy feeds down into _____ strategies and into a number of _____ strategies such as financial and information systems strategies
- 1 grand, divisional, functional
 - 2 corporate, functional, divisional
 - 3 grand, departmental; operational
 - 4 corporate, operational, departmental
- 11 _____ is the process of taking corrective action to find a solution, while _____ is the process of selecting an alternative course of action that will solve a problem
- 1 Control, decision-making
 - 2 Decision-making, control
 - 3 Problem-solving, decision-making
 - 4 Decision-making, problem-solving

Questions 12 to 13

The following figure illustrates how **managers at different levels** use different **decision-making tools** under various conditions



12 Complete the figure by choosing the correct option for question 12 (first tier in the figure provided)

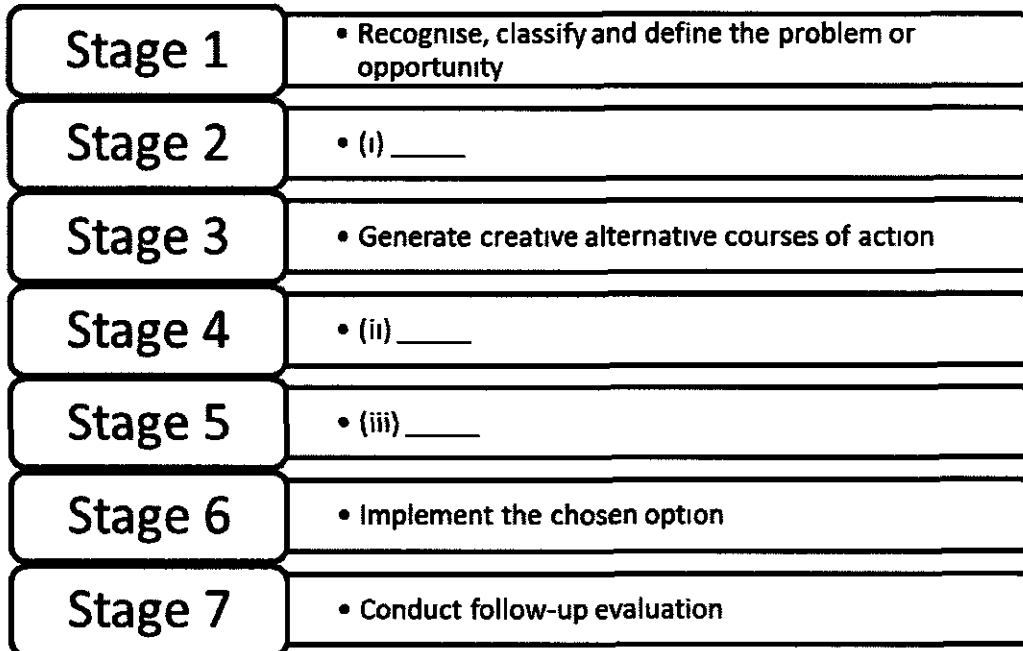
- 1 uncertainty, simulation
- 2 uncertainty and low risk, the pay-off matrix
- 3 high risk; linear programming
- 4 uncertainty and high risk, the break-even analysis

13 Complete the figure by choosing the correct option for question 13 (third tier in the figure provided)

- 1 uncertainty, capital budgeting
- 2 low risk, probability analysis
- 3 near certainty, the queuing theory
- 4 certainty and low risk, simulation

Question 14 to 15

The following figure illustrates the **decision-making process**



14 Complete the figure by choosing the correct option below

- 1 (i) Set goals and criteria, (ii) Identify the key performance areas (iii) Ensure buy-in from all stakeholders
- 2 (i) Set goals and criteria, (ii) Evaluate alternative courses of action, (iii) Select the best option
- 3 (i) Identify criteria for assessing work performance, (ii) Identify the key performance areas, (iii) Allocate resources for the option
- 4 (i) Identify criteria for assessing work performance (ii) Evaluate alternative courses of action, (iii) Select the best option

15 Generally, in programmed decisions, stages _____ to _____ need **not be followed** as criteria have been set for these decisions

- 1 1, 3
- 2 2, 6
- 3 2, 5
- 4 1, 6

[TURN OVER]

Question 16 to 17

Consider the following list containing different types of **information systems**, to answer questions 16 to 17

- a Intranet
- b Transaction-processing system
- c Expert information system
- d Information reporting
- e Office automation
- f Decision support system
- g Business function information systems

16 Which of the information systems listed above are **management information systems**?

- 1 a, d
- 2 d, f
- 3 b, c, f
- 4 c, e, g

17 Which of the information systems listed above are **operations information systems**?

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

18 A(n)_____ **information system** provides management and end-users with the information reports needed for decision-making, while _____ **systems** provide managers with interactive information support during the decision-making process

- 1 information reporting, operations information
- 2 operations information, information reporting
- 3 information reporting, decision support
- 4 decision support, information reporting

- 19 *Vodacom's financial statements were released in February 2015, and management compared the retail sales of this year and the previous year to determine where sales targets have not been met. This was also used to investigate the causes for substantial variances.*

In this context, retail sales are an example of _____

- 1 data
 - 2 marketing data
 - 3 management information
 - 4 functional information
- 20 Which one of the following is **not** a characteristic of useful information?
- 1 Accuracy
 - 2 Relevance
 - 3 Flexibility
 - 4 Currency

Questions 21 to 22

Match the concept related to motivation in Column A with the appropriate definition in Column B

Column A (Concept)	Column B (Definition)
21 Job enrichment	1 Refers to the control a worker has over the decision-making aspects of his or her job
22 Autonomy	2 The extent to which a worker performs the job in its entirety leading to high job satisfaction
	3 The narrowing down of activities to simple, repetitive routines
	4 Adding additional responsibilities, which were previously performed by the worker's supervisor, to a worker's job.

Question 23

Consider the following list of **steps** an organisation can follow when designing its **structure**.

- a Develop organisational design
- b Design jobs and assign to employees
- c Outline task and activities
- d Define worker relationships
- e Implement a control mechanism

[TURN OVER]

23 Place the steps in **designing an organisational structure** in the correct sequential order

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

24 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

25 Effective managers need to understand the human resources (people) that they manage

One example of _____ is _____, which _____

- 1 the big five personality dimensions, openness, states that such an individual gets along easily with people and is generally trustworthy
- 2 the concept of personality, locus of control, refers to an individual's generalised perception about the amount of control people have over their own lives
- 3 the Myers-Briggs Type Indicator, Extrovert (E) – Introvert (I), is a scale concerning the life style of a particular individual
- 4 Emotional intelligence, emotional fitness, involves knowledge and understanding of one's own emotions and how they function

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

- 1 preservation and enhancement of the welfare of people with whom one is in frequent personal contact
- 2 safety, harmony and stability of society, or relationships, and of self
- 3 respect, commitment and acceptance of the customs and ideas that traditional culture provides
- 4 understanding, appreciation, tolerance and protection for the welfare of all people and nature

- 27 Personality is the combination of traits that essentially determines how individuals perceive, evaluate and react to their environment

*The major factors influencing **personality** are personal experiences, genetic hereditary _____, _____ and _____*

- 1 ability, motivation, attitude
- 2 culture, family, talent
- 3 emotions, values, attitude
- 4 society, culture, family

- 28 Four specific personality traits can help managers to explain and understand individual behaviour that links to job performance in organisations

*Which one of the following concepts is related to **personality and work**?*

- 1 Self-monitoring
- 2 Genetic hereditary
- 3 Thinking (T) – Feeling (F)
- 4 Emotional intelligence

- 29 According to the **MARS model of individual behaviour**, the values of personality, perceptions, emotions and attitude, stress, skills and competence affect the _____ and _____ of individuals' performance in organisations

- 1 talent, emotional literacy
- 2 behaviour; ability
- 3 ability, motivation
- 4 personality, openness

- 30 Which one of the following leadership concepts is associated with **Robert House's path-goal theory of leadership**?

- 1 Leader–member relations
- 2 Impoverished management
- 3 Middle-of-the-road management
- 4 Achievement-oriented behaviour

- 31 According to the leadership styles identified by **Blake and Mouton**, a manager with a **team management orientation**, will _____
- 1 emphasise the needs of both production and people
 - 2 be concerned with the task at the expense of employees
 - 3 assume that the needs of the organisation and the needs of the people are in conflict
 - 4 have little concern for the task or people and will exert just enough effort to survive in the organisation
- 32 A **transactional leader** _____
- 1 motivates his/her followers by appealing to their self-interest
 - 2 articulates a compelling vision of how the organisation can improve
 - 3 often has traits such as self-confidence, vision, unconventional behaviour and environmental sensitivity
 - 4 helps others to grow and develop, and provides an opportunity for them to gain materially and emotionally
- 33 **Ancona's Leadership Framework** is based on four assumptions, namely, _____, _____, _____ and _____
- 1 sensemaking, relating, loyalty, initiating
 - 2 sensemaking, relating, visioning, inventing
 - 3 initiating, consideration, competence, consistency
 - 4 integrity, competence, consistency, loyalty
- 34 According to the **expectancy theory of motivation**, instrumentality _____
- 1 is the value or importance that an individual attaches to various work outcomes
 - 2 refers to the degree to which an individual believes that a certain level of performance will lead to the attainment of a desired goal
 - 3 is the individual's belief that a particular level of performance will follow a particular level of effort
 - 4 relates to the extent to which the task influences the lives or work of the individual and other staff members

- 35 Which one of the following is the **third step** in the **control process**?
- 1 Evaluating deviations
 - 2 Taking corrective action
 - 3 Measuring actual performance
 - 4 Evaluating various courses of action
- 36 Identify the step in the **control process** that refers to the collection of data and the reporting of real performance
- 1 Evaluating deviations
 - 2 Taking corrective action
 - 3 Measuring actual performance
 - 4 Establishing performance standards
- 37 Which one of the following is **not** a reason or necessity for **implementing control** in organisations?
- 1 It ensures that the organisation's resources are deployed in a way that it can attain its goals
 - 2 It results in better quality and enables management to cope with environmental change and uncertainty
 - 3 It ensures that costly mistakes are avoided
 - 4 It leads to a great deal of job satisfaction and motivation amongst managers
- 38 **Strategic control** entails the close study of an organisation's total effectiveness, productivity, management effectiveness and organisational maturity
- _____ *refers to* _____
- 1 Total effectiveness, an audit of the organisation's key success factors
 - 2 Productivity; the relationship between products and services and the resources used to generate those outputs
 - 3 Management effectiveness, the extent to which the organisation has reached its goals and the way in which the goals have been realised
 - 4 Organisational maturity, the ability of the organisation to become a learning organisation

- 39 Organisations can implement various **control systems** to control the **physical resources** of the organisation, such as _____ control
- 1 feedback
 - 2 strategic
 - 3 preliminary
 - 4 inventory
- 40 During the process of transforming inputs to outputs, _____ control ensures that predetermined standards are met
- 1 production
 - 2 damage
 - 3 post
 - 4 concurrent
- 41 Managers use **coaching** as a system to control their organisations' human resources, when they need to _____
- 1 focus on a non-performing employee in need of motivation and training
 - 2 inform an employee that his or her personal problems affect their job performance
 - 3 address an employee who does not have the ability to meet job performance standards
 - 4 give motivational feedback to an employee to maintain the desired performance

Due to copyright challenges, the case study can't be circulated or uploaded on myUnisa.

The application questions were based on the case study, and have therefore been removed.

TOTAL MARKS: 70

PART 1 (GENERAL/ALGEMEEN) DEEL 1

STUDY UNIT e.g. PSY100-X
STUDIE EENHEID by PSY100-X

1	2	3	4	5	6	7	8	9	0
---	---	---	---	---	---	---	---	---	---

INITIALS AND SURNAME
VOORLETTERS EN VAN

DATE OF EXAMINATION
DATUM VAN EKSAMEN

PAPER NUMBER
VRAESTELNOMMER

EXAMINATION CENTRE (E.G. PRETORIA)
EKSAMENSENTRUM (BY PRETORIA)

STUDENT NUMBER
STUDENTENOMMER

6	7	8	9	0	1	2	3	4	5
---	---	---	---	---	---	---	---	---	---

UNIQUE PAPER NO
UNIEKE VRAESTEL NR

8	9	0	1	2	3	4	5	6	7
---	---	---	---	---	---	---	---	---	---

c0	c0	c0	c0	c0	c0	c0	c0	c0	c0
c1	c1	c1	c1	c1	c1	c1	c1	c1	c1
c2	c2	c2	c2	c2	c2	c2	c2	c2	c2
c3	c3	c3	c3	c3	c3	c3	c3	c3	c3
c4	c4	c4	c4	c4	c4	c4	c4	c4	c4
c5	c5	c5	c5	c5	c5	c5	c5	c5	c5
c6	c6	c6	c6	c6	c6	c6	c6	c6	c6
c7	c7	c7	c7	c7	c7	c7	c7	c7	c7
c8	c8	c8	c8	c8	c8	c8	c8	c8	c8
c9	c9	c9	c9	c9	c9	c9	c9	c9	c9

c0	c0	c0	c0	c0	c0	c0	c0	c0	c0
c1	c1	c1	c1	c1	c1	c1	c1	c1	c1
c2	c2	c2	c2	c2	c2	c2	c2	c2	c2
c3	c3	c3	c3	c3	c3	c3	c3	c3	c3
c4	c4	c4	c4	c4	c4	c4	c4	c4	c4
c5	c5	c5	c5	c5	c5	c5	c5	c5	c5
c6	c6	c6	c6	c6	c6	c6	c6	c6	c6
c7	c7	c7	c7	c7	c7	c7	c7	c7	c7
c8	c8	c8	c8	c8	c8	c8	c8	c8	c8
c9	c9	c9	c9	c9	c9	c9	c9	c9	c9

For use by examination invigilator
Vir gebruik deur eksamenopsiener

IMPORTANT

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

BELANGRIK

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

PART 2 (ANSWERS/ANTWOORDE) DEEL 2

1	c1	c2	c3	c4	c5
2	c1	c2	c3	c4	c5
3	c1	c2	c3	c4	c5
4	c1	c2	c3	c4	c5
5	c1	c2	c3	c4	c5
6	c1	c2	c3	c4	c5
7	c1	c2	c3	c4	c5
8	c1	c2	c3	c4	c5
9	c1	c2	c3	c4	c5
10	c1	c2	c3	c4	c5
11	c1	c2	c3	c4	c5
12	c1	c2	c3	c4	c5
13	c1	c2	c3	c4	c5
14	c1	c2	c3	c4	c5
15	c1	c2	c3	c4	c5
16	c1	c2	c3	c4	c5
17	c1	c2	c3	c4	c5
18	c1	c2	c3	c4	c5
19	c1	c2	c3	c4	c5
20	c1	c2	c3	c4	c5
21	c1	c2	c3	c4	c5
22	c1	c2	c3	c4	c5
23	c1	c2	c3	c4	c5
24	c1	c2	c3	c4	c5
25	c1	c2	c3	c4	c5
26	c1	c2	c3	c4	c5
27	c1	c2	c3	c4	c5
28	c1	c2	c3	c4	c5
29	c1	c2	c3	c4	c5
30	c1	c2	c3	c4	c5
31	c1	c2	c3	c4	c5
32	c1	c2	c3	c4	c5
33	c1	c2	c3	c4	c5
34	c1	c2	c3	c4	c5
35	c1	c2	c3	c4	c5

36	c1	c2	c3	c4	c5
37	c1	c2	c3	c4	c5
38	c1	c2	c3	c4	c5
39	c1	c2	c3	c4	c5
40	c1	c2	c3	c4	c5
41	c1	c2	c3	c4	c5
42	c1	c2	c3	c4	c5
43	c1	c2	c3	c4	c5
44	c1	c2	c3	c4	c5
45	c1	c2	c3	c4	c5
46	c1	c2	c3	c4	c5
47	c1	c2	c3	c4	c5
48	c1	c2	c3	c4	c5
49	c1	c2	c3	c4	c5
50	c1	c2	c3	c4	c5
51	c1	c2	c3	c4	c5
52	c1	c2	c3	c4	c5
53	c1	c2	c3	c4	c5
54	c1	c2	c3	c4	c5
55	c1	c2	c3	c4	c5
56	c1	c2	c3	c4	c5
57	c1	c2	c3	c4	c5
58	c1	c2	c3	c4	c5
59	c1	c2	c3	c4	c5
60	c1	c2	c3	c4	c5
61	c1	c2	c3	c4	c5
62	c1	c2	c3	c4	c5
63	c1	c2	c3	c4	c5
64	c1	c2	c3	c4	c5
65	c1	c2	c3	c4	c5
66	c1	c2	c3	c4	c5
67	c1	c2	c3	c4	c5
68	c1	c2	c3	c4	c5
69	c1	c2	c3	c4	c5
70	c1	c2	c3	c4	c5

71	c1	c2	c3	c4	c5
72	c1	c2	c3	c4	c5
73	c1	c2	c3	c4	c5
74	c1	c2	c3	c4	c5
75	c1	c2	c3	c4	c5
76	c1	c2	c3	c4	c5
77	c1	c2	c3	c4	c5
78	c1	c2	c3	c4	c5
79	c1	c2	c3	c4	c5
80	c1	c2	c3	c4	c5
81	c1	c2	c3	c4	c5
82	c1	c2	c3	c4	c5
83	c1	c2	c3	c4	c5
84	c1	c2	c3	c4	c5
85	c1	c2	c3	c4	c5
86	c1	c2	c3	c4	c5
87	c1	c2	c3	c4	c5
88	c1	c2	c3	c4	c5
89	c1	c2	c3	c4	c5
90	c1	c2	c3	c4	c5
91	c1	c2	c3	c4	c5
92	c1	c2	c3	c4	c5
93	c1	c2	c3	c4	c5
94	c1	c2	c3	c4	c5
95	c1	c2	c3	c4	c5
96	c1	c2	c3	c4	c5
97	c1	c2	c3	c4	c5
98	c1	c2	c3	c4	c5
99	c1	c2	c3	c4	c5
100	c1	c2	c3	c4	c5
101	c1	c2	c3	c4	c5
102	c1	c2	c3	c4	c5
103	c1	c2	c3	c4	c5
104	c1	c2	c3	c4	c5
105	c1	c2	c3	c4	c5

106	c1	c2	c3	c4	c5
107	c1	c2	c3	c4	c5
108	c1	c2	c3	c4	c5
109	c1	c2	c3	c4	c5
110	c1	c2	c3	c4	c5
111	c1	c2	c3	c4	c5
112	c1	c2	c3	c4	c5
113	c1	c2	c3	c4	c5
114	c1	c2	c3	c4	c5
115	c1	c2	c3	c4	c5
116	c1	c2	c3	c4	c5
117	c1	c2	c3	c4	c5
118	c1	c2	c3	c4	c5
119	c1	c2	c3	c4	c5
120	c1	c2	c3	c4	c5
121	c1	c2	c3	c4	c5
122	c1	c2	c3	c4	c5
123	c1	c2	c3	c4	c5
124	c1	c2	c3	c4	c5
125	c1	c2	c3	c4	c5
126	c1	c2	c3	c4	c5
127	c1	c2	c3	c4	c5
128	c1	c2	c3	c4	c5
129	c1	c2	c3	c4	c5
130	c1	c2	c3	c4	c5
131	c1	c2	c3	c4	c5
132	c1	c2	c3	c4	c5
133	c1	c2	c3	c4	c5
134	c1	c2	c3	c4	c5
135	c1	c2	c3	c4	c5
136	c1	c2	c3	c4	c5
137	c1	c2	c3	c4	c5
138	c1	c2	c3	c4	c5
139	c1	c2	c3	c4	c5
140	c1	c2	c3	c4	c5

Specimen only