

**MNG2602**

( 493941)

May/June 2013

**CONTEMPORARY MANAGEMENT ISSUES**

Duration 2 Hours

70 Marks

**EXAMINERS :**

FIRST

SECOND

MRS MJ VRBA

PROF T BREVIS-LANDSBERG

Closed book examination.

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The use of a calculator is not permissible.

This paper consists of 19 pages plus instructions for completion of a mark-reading sheet.

**INSTRUCTIONS:**

This paper consists of **70 multiple-choice questions**, which you have to answer 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 (**MNG2602**)
- the unique number of the paper (**493941**)

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

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1 Which one of the following options does **not** form part of the specific forces that act as stimulants for change in organisations?

- 1 globalisation and the global economy
- 2 advances in technology
- 3 division of labour
- 4 new roles and expectations of workers

2 A feature of the **new** organisation is that \_\_\_\_\_.

- 1 information flow is vertical
- 2 systems and procedures are inflexible
- 3 it performs its activities in a network
- 4 the strategic focus is efficiency

3 **Flexibility** is a key feature of new organisations.

*Which one of the following is **not** a managerial challenge associated with flexibility?*

- 1 accepting that lifelong employment with one organisation is the norm
- 2 learning to adapt to change
- 3 being innovative
- 4 maintaining a sense of responsibility for their careers

4 The central elements of **information technology** that have changed the way in which contemporary organisations function are \_\_\_\_\_.

- 1 mobile computing and the personal computer
- 2 the Internet, e-commerce and mobile computing
- 3 the Internet and e-commerce
- 4 e-commerce and new computer software programmes

5 Copyrights, trademarks and patents are part of the \_\_\_\_\_ capital category of **intellectual capital**

- 1 legal
- 2 customer
- 3 human
- 4 structural

- 6 Consumers' awareness of possible products and services has increased because of global competition and they select their **purchases** according to the **criteria** they set in terms of \_\_\_\_\_
- 1 cost, quality and packaging
  - 2 customisation, mass production and time
  - 3 innovation, service and cost
  - 4 quantity, innovation and time
- 7 Managers of **new organisations** have to cope with 'temporariness' as indicated by the following:
- 1 Workers have to update their knowledge and skills continually to be able to cope with new job requirements
  - 2 Workgroups are increasingly in a state of flux because of the demise of temporary work groups
  - 3 Organisations have to appoint their temporary staff as permanent staff members
  - 4 New labour laws protect the rights of temporary workers
- 8 In relation to the environment of the organisation, which of the following is **not** a sub-feature of the **networked organisation**?
- 1 Close relationships are forged with organisation's suppliers
  - 2 The organisation relies greatly on boundary-spinning functional departments, such as marketing, to liaise with customers.
  - 3 Coalitions are built to work together with certain stakeholders
  - 4 Alliances and cooperative networks are built with other organisations
- 9 The organisational feature "**flat and lean**" implies that \_\_\_\_\_
- 1 the organisation has a narrow span of control
  - 2 the organisation has a tall structure
  - 3 decision making takes place at the level where the information resides
  - 4 there is less frequent communication between senior and junior managers in the organisation
- 10 Which one of the following presents a major challenge for management in terms of **workforce diversity**?
- 1 Converting the heterogeneous values of the diverse groups working in the organisation to homogeneous values
  - 2 Developing systems for conflict resolution
  - 3 Supporting the homogeneous values of the diverse groups working in the organisation
  - 4 Appointing disabled people in temporary jobs

11 Unexpected change in the environment of an organisation, may force managers to respond to it in a hurried and poorly planned way, through \_\_\_\_\_ change

- 1 reactive
- 2 revolutionary
- 3 evolutionary
- 4 gradual

12 Government's introduction of a new labour law is a \_\_\_\_\_ force of change, which may drive the need for organisations to change

- 1 economic
- 2 social
- 3 technological
- 4 political

13 We distinguish between four areas of **organisational change** Changing the competency level of employees represents a change in \_\_\_\_\_

- 1 strategy
- 2 structure
- 3 technology
- 4 people

14 The possibility of losing a job, of having to relocate or of having to undergo training causes **resistance to change**, stemming from \_\_\_\_\_.

- 1 lack of trust and misunderstanding
- 2 low tolerance for change
- 3 uncertainty
- 4 different perceptions

15 Which one of the following is **not** a step in **Lewin's change model**?

- 1 unfreezing the current behaviour
- 2 changing the behaviour
- 3 freezing behaviour
- 4 refreezing behaviour

16 According to **Phillip Kotter**, a well-known management theorist, one reason why change in organisations may fail is \_\_\_\_\_.

- 1 the emphasis on short-term profit
- 2 over-communicating the vision
- 3 too much reliance on corporate culture
- 4 too much complacency

17 By using \_\_\_\_\_, managers can reduce **resistance to change**

*This method often includes decentralising authority.*

- 1 facilitation and support
- 2 education and communication
- 3 negotiation and rewards
- 4 participation and involvement

18 **Organisational development (OD)** involves planned interventions such as \_\_\_\_\_ in bringing about change.

- 1 compromise and support
- 2 surveys, training and development
- 3 involvement and rewards
- 4 negotiation and training

19 The second step in implementing the **change process** is to \_\_\_\_\_

- 1 select an appropriate change technique
- 2 determine the desired outcome of the change intervention
- 3 diagnose the causes of change in the organisation
- 4 planning the implementation of the desired change

20. The branding, including the logo and corporate colours of Pick n Pay changed a few years ago

*The change reflected one element that determines and expresses a **corporate culture**, namely \_\_\_\_\_.*

- 1 assumptions
- 2 rituals
- 3 ideologies
- 4 symbols

- 21 **Corporate culture** may be defined as the \_\_\_\_\_
- 1 diversity of people working in the organisation
  - 2 behaviour and attitudes management
  - 3 values and beliefs shared by people in an organisation
  - 4 various national cultures represented in the organisation
- 22 Elements that express and determine **culture** include \_\_\_\_\_
- 1 relationships
  - 2 structure
  - 3 strategy
  - 4 responsiveness
- 23 Tales, as an element that determines and expresses a **corporate culture**, can be subdivided into three different themes, namely \_\_\_\_\_
- 1 control, equality and security
  - 2 safety, gossip and control
  - 3 symbols, humour, security
  - 4 assumptions, relationships and the company grapevine
- 24 **Organisational culture analysis (OCA)** measures all of the following conditions for competence in terms of an organisation's culture, except \_\_\_\_\_.
- 1 profitability
  - 2 commitment
  - 3 creativity
  - 4 collaboration
- 25 Advertising slogans, such as "We try harder" (Avis) express through \_\_\_\_\_ the type of **corporate culture** that prevails at the organisation
- 1 symbols
  - 2 ideologies
  - 3 language
  - 4 assumptions
- 26 \_\_\_\_\_ refer to practices and reactions that occur repeatedly and have certain significance in the organisation.
- 1 Symbols
  - 2 Rituals
  - 3 Ideologies
  - 4 Tales

- 27 General reasons why people **resist change** include \_\_\_\_\_
- 1 inertia, surprise, inflexibility and conservatism
  - 2 surprise, inertia, conservatism and group pressure
  - 3 inertia, surprise, peer pressure and timing
  - 4 peer pressure, timing, inflexibility and inertia
- 28 Managers can follow all of the following approaches in an attempt to change culture, **except** \_\_\_\_\_.
- 1 strengthening the prevailing culture through communication and training
  - 2 leaving all the elements of the culture unchanged
  - 3 removing people who deviate from the culture
  - 4 inducting and socialising people into the organisation
- 29 \_\_\_\_\_ are potential mechanisms for introducing a **radical culture change**
- 1 Partnerships and collaborations
  - 2 Education and support
  - 3 Inducting and socialising
  - 4 Acquisitions and mergers
- 30 In Company A, creativity is appreciated, in Company B, employees are expected to maintain the status quo
- These differences can be attributed to the \_\_\_\_\_ prevalent in the two organisations.*
- 1 artefacts
  - 2 values
  - 3 basic assumptions
  - 4 leadership styles
31. \_\_\_\_\_ **power** refers to an individual who has power because of personal characteristics or "charisma"
- 1 Expert
  - 2 Legitimate
  - 3 Reward
  - 4 Referent

- 32 Identify the **wrong** statement regarding people's **interest** in an organisation.
- 1 Individual interest involves an individual acting in own best interest.
  - 2 Collective interests define the shared borders of interest groups
  - 3 Collective interests are derived from the organisational design.
  - 4 Organisational members can only belong to one collective interest group in an organisation
- 33 Which one of the following does **not** form part of the three steps in **implementing a diversity strategy** within an organisation?
- 1 Providing diversity awareness and cultural competency training
  - 2 Organisational training on diversity and strategy revision
  - 3 Changing structure, policies and systems to support diversity
  - 4 Building a corporate culture that values diversity
- 34 According to the \_\_\_\_\_ you need to treat people as you would like to be treated yourself
- 1 platinum rule
  - 2 golden rule
  - 3 "right and wrongs" approach
  - 4 "value of differences approach"
35. The \_\_\_\_\_ initiates the request on which a **project** is planned
- 1 client
  - 2 project centre
  - 3 operational manager
  - 4 strategic manager
- 36 **Project management** has the following important elements
- a cost
  - b time
  - c quality
  - d risk
  - e quantity
  - f productivity
- 1 a b c d
  - 2 a c d e
  - 3 b d e f
  - 4 c d e f



37. \_\_\_\_\_ is a **planning tool** that uses a network to plan projects involving numerous activities and their interrelationships
- 1 Gantt chart
  - 2 PERT
  - 3 Decision tree
  - 4 Simulation
- 38 The **recruitment of employees** within an organisation, is an example of a \_\_\_\_\_ organisational activity
- 1 core
  - 2 main
  - 3 primary
  - 4 secondary
- 39 **Inbound logistics** is an example of a \_\_\_\_\_ activity within the internal value chain
- 1 core
  - 2 main
  - 3 primary
  - 4 secondary
- 40 The \_\_\_\_\_-based **model** charge fees for unlimited use of the service or content.
- 1 subscription
  - 2 fee-for service
  - 3 referral
  - 4 production

**Read the following information on the Harley-Davidson motorcycle company to answer questions 41 to 70.**

### **The Harley-Davidson motorcycle company**

#### **Introduction**

The story of the Harley-Davidson (H-D) motorcycle company started in 1901, when William S Harley, age 21, completed a blueprint drawing of an engine designed to fit into a bicycle. In 1903, William S Harley and Arthur Davidson made the first production H-D motorcycle available to the public. The factory, in which the motorcycles were designed and made, was a wooden shed with the words "Harley-Davidson Motor Company" scrawled on the door. Arthur's brother Walter later joined them and in 1904, the first H-D Dealer opened for business and sold one of the first three production H-D motorcycles ever made

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## **History**

In its first 60 years of operation, the H-D company had a solid 70 percent share in the motorcycle market, with the U S military being its biggest client. During 1917, one-third of all H-D motorcycles produced, were sold to the U.S. military. In 1919, this figure increased and almost half of all H-D motorcycles were produced and sold for use by the U.S. military in World War I. At the end of the War, it was estimated that the Army used 20 000 motorcycles in their operations, most of which were H-Ds. By 1920, H-D was the largest motorcycle manufacturer in the world, selling their motorcycles from over 2 000 dealers in 67 countries worldwide.

1935 marked the foundation of the Japanese motorcycle industry, as a result of H-D licensing blueprints, tools and machinery to the Sankyo Company of Japan.

During 1941, America was plunged once again in World War II, and the production of civilian motorcycles was almost entirely suspended in favor of military production. H-D received the first of its four Army-Navy "E" Awards for excellence in wartime production. The War ended in 1945, and at that time, H-D produced almost 90 000 motorcycles for military use, and they began the production of civilian motorcycles almost immediately.

## **Honda's invasion**

Motorcycle sales in the United States were more or less 50 000 per year in the 1950s, with H-D accounting for most of the market. By the turn of the decade, the Japanese Honda began to penetrate the market. In 1960, 400 000 motorcycles were registered in the US (an increase of almost 200 000 from the end of World War II). By 1964, this number had risen to 960 000. Two years later, it was 1.4 million. By 1971, it was almost 4 million. These figures clearly illustrate an increase in the demand for motorcycles. Despite the huge increase in demand, H-Ds total sales nearly remained constant – which indicated that the company was not getting any of the new customers for motorcycles. The reason? Honda invaded the market with lightweight motorcycles and an advertising campaign directed towards a new customer. Few companies have ever experienced such a shattering of its market as did H-D in the 1960s.

## **Reaction to the Honda threat**

At first, H-D, management did not see a threat in Honda's invasion into the market with lightweight machines. Eventually, H-D recognised that the Honda phenomenon could severely impact on their success, and that there was a new factor in the market. H-D, albeit far too late, attempted to fight back by offering an Italian-made lightweight machine in the mid 1960s. Honda, however, was already firmly placed in the market, and the Italian bikes were regarded as lower quality than the Japanese bikes. Honda continued to dominate the market – a market that was bigger than they could ever forecasted.

In 1965, H-D made its first public stock offering and accepted a bid by AMF, an American company. This marriage, however, was troubled. H-D's old equipment was not capable of the expansion envisaged by AMF. At the same time, Japanese rivals flooded the market with high-quality motorcycles, whilst Harley was falling down on quality. Quality controlled inspections at H-D failed 50 to 60 percent of the motorcycles produced, compared to the failure rate of 5 percent of Japanese motorcycles. After realising an operating loss of \$4.8 million in 11 years, AMF put the division up for sale in 1981. Vaughan Beals led a team, using \$81.5 million in financing from Citicorp, to complete a leveraged buyout of the H-D division.

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### **Harley-Davidson under the management of Vaughan Beals**

The prognosis for the new company, with a market share of only 3 percent, was very bleak. Tariff protection and massive lobbying were the company's only hope for regaining market share. In 1983, Congress passed a huge tariff increase on Japanese motorcycles – a 4 percent tariff was increased to a 45 percent tariff for the next 5 years. This gave H-D new hope, and they slowly began to rebuild market share, improved the quality of their product and restored market confidence.

In December 1986, H-D requested Congress to remove the tariff barriers, more than a year earlier than originally planned. The company had restored confidence, and they believed that they would be able to compete with the Japanese head to head, with the following strategies:

- **Production improvements.** H-D implemented some of the Japanese managerial techniques in an attempt to decrease their production costs. Each plant was divided into profit centers, with managers given total responsibility within their assigned areas of responsibility. Just-in-time inventory and materials-as-needed control and management systems were introduced with the aim to minimise inventories. Quality circles were designed in order to increase employee involvement in the quality goals of H-D, and to improve the communication efficiency between management and subordinates. A statistical operator control program was also introduced, giving employees the responsibility for checking the quality of their own work, and taking corrective steps where and when necessary. Various product improvements were also implemented. Motorcycle helmets with build-in stereo systems and intercoms were also introduced. These production improvement efforts, resulted in the following:
  - i. Inventory reduction of 67 percent
  - ii. Productivity increase of 50 percent
  - iii. 66 percent reduction in scrap and rework
  - iv. Decrease in defects of 70 percent
- **Improving labour relations.** The company took action in order to improve labour relations by being more sensitive to employees and their problems, offering improved employee assistance programmes and benefits.
- **Marketing moves.** Despite their poor quality and poor financial times, the company had an almost unparalleled cadre of loyal H-D customers (92 percent of its customers remained with H-D). However, H-D always had a serious public image problem – it was associated with an image of pot-smoking, beer-drinking, woman-chasing, tattoo-covered, leather-clad biker. In an effort to change this image, the company began licensing its name and logo on a wide variety of products, from leather jackets to cologne, jewelry, pajamas, sheets and towels. These licensed goods soon became very popular and bought by a new type of customer such as bankers, doctors, lawyers and entertainers. Soon these people became customers of H-D motorcycles, known as the "Rubbies"- rich urban bikers. Under Beal's leadership, the company capitalised on

[TURN OVER]

this new market by expanding the product line with expensive heavyweights. The "Rubies" brought the H-D company back to their leadership position of the past, and by 1993 their market share was 63 percent. In 1989, Beals stepped down as CEO, but retained his position as chairman of the Board.

### Harley-Davidson's New Success

Soon after Vaughan Beals' resignation as CEO, H-D had a new problem, one born of success. By 1991, the company could not even come close to meet the demand for their motorcycles – customers faced empty showrooms, and the waiting time for a new bike could be six months or longer. Dealers worried that empty showrooms and long waiting lists would motivate customers to turn to foreign imports, such as they had several decades before. Their worry never materialised - under Beals' leadership, the company engendered a brand loyalty unique in its industry. Beals' successor, Richard Teerlink, followed a conservative plan whereby production was slowly increased to meet demand. Harley-Davidson was up and doing well.

### Sources:

Hartley RF. 2011. Management mistakes and successes. Cleveland: Wiley. P61 – 75  
[http://www.harley-davidson.com/wcm/Content/Pages/History/History\\_1910s.jsp?locale=en\\_AA](http://www.harley-davidson.com/wcm/Content/Pages/History/History_1910s.jsp?locale=en_AA) Accessed 9 January 2013

**Answer the following 30 questions that are based on the Harley-Davidson information.**

Questions 41 and 42

Specific forces act as stimulants for change in organisations.

41. Which one of the following was the primary force that stimulated change during World War I in the H-D company?

- 1 Increased power and demands of the customer
- 2 The learning organisation
- 3 New roles and expectations of workers
- 4 Advances in technology

42. Which one of the following was the primary force that stimulated change during the 1960s in the H-D company?

- 1 Radical transformation of the world of work
- 2 Globalisation
- 3 The learning organisation
- 4 New roles and expectations of workers

43. "We preserve and renew the freedom to ride."

*The statement above explains the H-D company's \_\_\_\_\_.*

- 1 Vision
- 2 Mission
- 3 Long-term goal
- 4 Marketing strategy

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- 44 "For Harley-Davidson sustainability means thinking differently to preserve and renew our brand for long-term success We are passionate about future generations of riders sharing the Harley-Davidson experience that we enjoy "

*The statement above is part of the \_\_\_\_\_ of the H-D company, which is often stated in an addendum to the \_\_\_\_\_ of a company.*

- 1 public image, vision
- 2 philosophy, mission
- 3 distinctive competence, mission
- 4 philosophy, grand strategy

- 45 According to the \_\_\_\_\_ to decide which factors are truly **strategic** for the survival of the company, the strong brand name of the H-D company is an \_\_\_\_\_ and a \_\_\_\_\_ to the company.

- 1 financial analysis approach, organisational capability, strength
- 2 value-chain approach, tangible asset, weakness
- 3 resource-based view of the organisation; intangible asset; strength
- 4 product/market evolution approach, intangible asset, strength

Questions 46 to 47

The **Balanced Scorecard (BSC)** can be used to translate the H-D's mission into long-term goals

*Match the BSC perspective in column A with an example of the measurement thereof in Column B.*

Column A Perspective	Column B Measurement
46 Internal business processes	1. The improvement of labour relations by being more sensitive to employees and their problems, offering improved employee assistance programmes and benefits
47. Learning and growth	2 Analyse the number of new customers during the 1960s and 1970s
	3. The introduction of a statistical operator control program
	4 Analyse the economic value added by the company

[TURN OVER]

- 48 Under the leadership of Vaughan Beals, H-D introduced motorcycle helmets with build-in stereo systems and intercoms

*This is an example of a \_\_\_\_\_ strategy followed by H-D.*

- 1 market development
- 2 product development
- 3 innovation
- 4 integration

- 49 According to the **Boston Consulting Group growth/share matrix**, the H-D company could be classified as a \_\_\_\_\_ during the 1960s.

- 1 star
- 2 question mark
- 3 dog
- 4 cash cow

- 50 One of Vaughan Beals' decisions was to distribute the benefits and costs of the company in an equitable, fair and impartial manner

*This is an example the \_\_\_\_\_ approach to ethical decision making.*

- 1 human rights
- 2 Justice
- 3 Utilitarian
- 4 Social

- 51 Each plant of the H-D company was divided into profit centers, with managers given total responsibility within their assigned areas of responsibility. One of these managers misused organisational resources for personal gain.

*This is an example of ethical decision making on the \_\_\_\_\_ level.*

- 1 individual
- 2 organisational
- 3 association
- 4 societal

- 52 \_\_\_\_\_ implies that management at the H-D company, in the process of serving their own business interests, is obliged to take actions that also protect and enhance society's interests.

- 1 Business ethics
- 2 Corporate governance
- 3 Corporate social responsibility
- 4 Social obligation

- 53 “The H-D company thinks different to preserve and renew their brand for long-term success. They are passionate about future generations of riders sharing the H-D experience.”

*This statement refers to the \_\_\_\_\_ vision of the H-D company.*

- 1 sustainability
- 2 social obligation
- 3 social responsibility
- 4 corporate governance

- 54 Good **corporate governance** in companies such as H-D, should revolve around the following key aspects:

- a Effective leadership
- b Sustainability
- c Profitability
- d Corporate citizenship
- e Productivity

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

Questions 55 to 56

Businesses such as the H-D company are responsible to their **stakeholders**

*Match the category of stakeholders in column A with examples thereof in column B*

Column A Category of stakeholders	Column B Examples
55 Primary stakeholders	1. Shareholders, employees, management
56 Secondary stakeholders	2. Local and international community, suppliers
	3. Shareholders, employees, suppliers, customers
	4. Local community, country as a whole, international environment

[TURN OVER]

## Questions 57 to 58

In order to sustain their current successes, the H-D company will also face many challenges, since **new** organisations have different features than **traditional** organisations.

*Study the following list of challenges that managers of “new” organisations have to face:*

- A More frequent and effective communication between senior and junior managers
- B Develop listening skills
- C Multitasking
- D Training in diversity
- E Work with others and in teams
- F Provide alternative incentive systems and new concepts of career planning that involve more horizontal than vertical movement
- G Learn and transfer knowledge in the organisation
- H Managers must have the necessary skills in order to negotiate win-win situations for all involved
- I Form alliances with external stakeholders
- J Flexible labour practices

57 From the list above, identify the challenges that managers have to face that are associated with a “**flat and lean**” organisational feature

- 1 B C D
- 2 A F H
- 3 A G H
- 4 H I J

58 From the list above, identify the challenges that managers have to face that are associated with a “**flexible**” organisational feature

- 1 A B D
- 2 B J
- 3 C D
- 4 C J

59. Under the management of Vaughan Beals, the H-D company implemented various changes, which can be categorized as \_\_\_\_\_ and \_\_\_\_\_ **changes of the organisation.**

- 1 planned, internal
- 2 reactive, external
- 3 reactive, internal
- 4 planned; external



- 60 Vaughan Beals implemented various control systems in order to achieve the quality goals of the company.

*Control systems can be categorized in the following **area of organisational change***

- 1 strategy
- 2 structure
- 3 technology
- 4 people

- 61 Which of the following is **not** a characteristic of a **work group**?

- 1 The skills of group members are random and varied
- 2 There is not a strong group leader
- 3 Individual members are accountable and rewarded for their own performance
- 4 The group performance is the performance of the weakest individual in the group

- 62 During the \_\_\_\_\_ stage in **group and team development**, people want to find out what kind of behavior is acceptable

- 1 forming
- 2 storming
- 3 norming
- 4 performing

Questions 63 to 64

According to the **Group behaviour model**, the variables that influence group and team behaviour, can be categorised in various classes.

- 63 The factors in the **organisational context** that influence the functioning of a group include the following

- 1 Group member resources, leadership, roles; group cohesiveness, status of group members
- 2 Goals and strategies, authority structures, policies and procedures, rules and regulations
- 3 Group size, diversity; group processes and decision making
- 4 Goals and strategies, group communication; power and politics, conflict, group tasks

[TURN OVER]

64 Each group has a certain **structure** that determines how individual group members and the group as a whole function, which is influenced by the following factors

- 1 Group decision making, communication, power and politics; conflict, group tasks
- 2 Goals and strategies, authority structures, policies and procedures, rules and regulations
- 3 Group size, diversity; group processes and decision making
- 4 Leadership; roles; norms, cohesiveness; size and diversity

65. Which one of the following statements is **wrong**?

- 1 All teams are groups
- 2 Not all groups are teams
- 3 A group is a special kind of team
- 4 Organisations can develop groups into teams

66 Which one of the following is **not** a characteristic of **work teams**?

- 1 Team members need not to have complementary competencies
- 2 Team members know and share the mission of the organisation and the team and the team members accept collective responsibility for team performance
- 3 Team members are mutually and individually accountable and rewarded for the team's performance
- 4 The individual efforts of team members result in a level of performance that is greater than the sum of their individual inputs

67. \_\_\_\_\_ **teams** are typically composed of employees from the same department that meet for a few hours each week to discuss ways of improving quality, efficiency and the work environment.

- 1 Self-managed work
- 2 Problem-solving
- 3 Cross-functional
- 4 Virtual

68 The **Belbin-method** for selecting the members of a team, entails the following:

- 1 Team members should have as many as possible competencies to be effective
- 2 Team members need to fulfill eight roles in order to be fully effective
- 3 Team members should be selected on the basis of their formal position in the organisation
- 4 Different teams require different reward systems

69 Managers at the H-D company face diversity issues

*Diversity is about \_\_\_\_\_*

- A demographics
- B profitability
- C values
- D behaviour

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

70 Vaughan Beals had the potential to influence the behaviour of his H-D team, to change the cause of events, to overcome resistance, and to get people to do things they would not otherwise do.

*This is called \_\_\_\_\_*

- 1 authority
- 2 leadership
- 3 status
- 4 power

**PART 1 (GENERAL/ALGEMEEN) DEEL 1**

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For use by examination invigilator  
 Vir gebruik deur eksamenopsiener

**IMPORTANT**

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

**BELANGRIK**

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

**PART 2 (ANSWERS/ANTWOORDE) DEEL 2**

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Specimen only