



**MNG2602**

( 488466) October/November 2015

**CONTEMPORARY MANAGEMENT ISSUES**

Duration 2 Hours

70 Marks

**EXAMINERS**

FIRST

MRS L CRONJE

SECOND

MS I VAN WYK

Closed book examination

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The use of a calculator is **not permissible**

This examination paper consists of **26 pages** including two pages for rough work (pp25-26) plus instructions for the completion of a mark-reading sheet

**This is a fill-in examination paper and the completed paper as well as the mark-reading sheet must be submitted at the end of the examination session.**

**INSTRUCTIONS**

This examination paper consists of **two sections**

**Section A: 50 multiple-choice questions, worth 1 mark each, which you have to answer on the mark-reading sheet.**

**Section B: Two questions worth 20 marks in total, which you have to answer in the space provided in this fill-in examination paper**

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

- Your student number
- The module code **MNG2602 (unique number 488466)**

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

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**SECTION A: MULTIPLE-CHOICE QUESTIONS****[50 MARKS]**

Answer the following multiple-choice questions on the mark-reading sheet provided.

**Questions 1 to 9**

Read the following case study about Woolworths and answer questions 1 to 9

**WOOLWORTHS: DOING GOOD BUSINESS****Introduction to the company**

Woolworths was founded by Max Sonnenberg in 1931, who officially opened the doors of the first store in Adderley Street, Cape Town on 31 October. His belief that success lay in providing customers with superior quality merchandise at reasonable prices has been instrumental in establishing Woolworths as one of South Africa's leading retail chains. Today, Woolworths is a South African retail chain with more than 400 stores that extends, through franchise partnerships, throughout Africa, the Middle East and most recently Australasia.

**The Good Food and Good Business Journey**

At the heart of Woolworths' food business is the "Good Food Journey". This is the name they have given to their ongoing quest to offer food that is better for consumers, better for the environment and better for the people who produce it. The Good Food Journey forms part of the "Good Business Journey", which is now in its seventh year of existence as a formalised, integrated programme. Caring for their communities and the environment has always been part of the ethos of Woolworths. The Good Business Journey still has the same two overarching objectives:

- To measure and manage the direct and indirect impact on the community and the planet around Woolworths, right across their value chain, and
- To educate and influence all Woolworths' employees, customers and suppliers regarding responsible production and consumption.

During 2014 almost R518 million was directed to a range of charity organisations as part of Woolworths' commitment to food security and education – mostly through their store-based donations to local charities of past sell-by-date, but still fresh, food.

**Good Egg Award**

The Good Egg Award recognises organisations that have a written policy to source *only* cage-free, free-range whole eggs to sell in their stores. Woolworths was South Africa's, and Africa's, first retailer to make the switch to selling exclusively free-range

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eggs in cartons, and still remains the only retailer with this policy after nearly a decade. The award was presented to Woolworths in 2014 by a major animal welfare charity organisation, Compassion in World Farming (CIWF). CIWF is an organisation that campaigns peacefully to end all factory farming practices. Almost three million animals are said to benefit from their work, which positions farm animal welfare at the heart of the food industry.

In 2004, Zyda Rylands, the Woolworths Executive Director of Food, was faced with the decision of whether to switch to only selling free-range whole eggs, as opposed to battery-cage eggs, or a combination of the two. The need for this decision was brought about by concerns raised by Woolworths' customers. For these customers, who are concerned about the welfare of farm animals, it was an ethical issue that their favourite retailer sells eggs that are produced by hens kept in crowded, too small cages on farms or in factories.

Ms Rylands conducted a cost benefit analysis on the option of selling only free-range whole eggs to determine the greatest balance of benefits for all stakeholders. Woolworths is proud to stand for sustainability and quality products. Therefore, Ms Rylands concluded that converting their range to include only free-range whole eggs would not only benefit Woolworths in terms of profits and in promoting their sustainable brand and image, but it would also hold benefits for the concerned customers as well as the farm animals producing the eggs. They decided to take it a step further – in 2014, more than 75% of their egg-based products are being made with free-range eggs and they are aiming for 100% in the future.

After receiving the Good Egg Award, Ms Rylands said, "We are very proud because this award recognises our commitment to animal welfare and ethical sourcing. Our work with free range eggs, informed by ongoing consultation and engagement with animal welfare organisations, is only one aspect of the Woolworths Good Business Journey. Animal welfare remains a key area of concern for both Woolworths and our customers and we are committed to constantly improving all aspects of animal health and welfare, including livestock management and husbandry, housing, animal feed, farm hygiene, environment and transport. For instance, Woolworths is also actively working on wildlife-friendly farming and more humane pig farming." Ms Rylands, is also the Managing Director of Food at Woolworths, and is very knowledgeable in the National Society for the Prevention of Cruelty to Animals' (NSPCA) approved Animal Welfare Code of Practice as well as in the field of sustainability.

### **Sustainability**

Woolworths is committed to growth through responsible retail. They devote a significant amount of energy and resources to ensure sustainable development within the context of the changing social and environmental needs of South Africa. They produce a yearly sustainability report separate to their annual report and

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launched the Good Business Journey in 2007. They aim to be the most sustainable retailer in the southern hemisphere, and the structures they have set up and the progress made up to 2014 are creating a strong foundation for achieving this vision.

In order to uphold sustainability, a committee was formed with the main purpose of ensuring that the sustainability strategy positions the company as a leader in retail and the objectives are effectively integrated into the business. The committee meets four times a year and the committee chairman reports back to the board on the activities of the committee. The minutes of the committee meetings are circulated to all directors. The members of the committee include the chairman, Mr Simon Susman, as well as other members, namely Tom Boardman, Zyda Rylands, Chris Nissen and Stuart Rose.

Adapted from

<http://www.iol.co.za/business/opinion/woolworths-helps-business-culture-evolve-1-1765680#VNizMthO6po>

[http://www.woolworthsholdings.co.za/corporate/profile\\_overview.asp](http://www.woolworthsholdings.co.za/corporate/profile_overview.asp)

[http://www.woolworthsholdings.co.za/investor/annual\\_reports/ar2014/whl\\_2014\\_gbj1.pdf](http://www.woolworthsholdings.co.za/investor/annual_reports/ar2014/whl_2014_gbj1.pdf)

<http://www.cwf.org.uk/about-us/>

- 1 When considering the objectives of the Good Business Journey programme, Woolworths is applying the \_\_\_\_\_ of **corporate social responsibility**
- 1 broad view
  - 2 virtue approach
  - 3 statutory approach
  - 4 shareholder model

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- 2 The measures taken to receive the Good Egg Award indicate that Woolworths is concerned about \_\_\_\_\_
- 1 social sustainability
  - 2 ethical leadership
  - 3 corporate governance
  - 4 environmental sustainability
- 3 The **normative ethical theory approach** used by Zyda Rylands, when deciding that Woolworths will only sell free-range whole eggs in their stores, is the \_\_\_\_\_ approach
- 1 altruism
  - 2 morality
  - 3 deontology
  - 4 utilitarianism
- 4 The **normative ethical theory approach** used by Woolworths when deciding to sell only free-range eggs is **not virtue ethics**, because the morality of the action is not only based on the \_\_\_\_\_
- 1 action's adherence to a set of rules
  - 2 self-interest of an individual
  - 3 character of a good person
  - 4 interests of other individuals
- 5 Mr Susman is a \_\_\_\_\_ stakeholder of Woolworths, which forms part of one of the pillars of the **triple bottom line**, an accounting measure for \_\_\_\_\_
- 1 primary, governance
  - 2 primary, sustainability
  - 3 secondary, ethical business
  - 4 secondary, ethical leadership

- 6 Mr Susman's position in the sustainability committee gives him \_\_\_\_\_ **power**.
- 1 reward
  - 2 coercive
  - 3 referent
  - 4 legitimate
- 7 Ms Rylands possesses \_\_\_\_\_ **power** that stems from her knowledge of sustainability and the NSPCA's Animal Welfare Code of Practice
- 1 formal
  - 2 expert
  - 3 referent
  - 4 coercive
- 8 If Mr Nissen (a member of the sustainability committee) uses a **coalition influence tactic**, he will \_\_\_\_\_ in order to convince the chairman to add a specific sustainability target to the committee's activity list for the upcoming year
- 1 arouse enthusiasm through an emotional request
  - 2 seek the support of the other committee members
  - 3 use logical arguments and factual evidence
  - 4 use humour and friendliness
- 9 If Mr Nissen decides to speak to a journalist shortly after a committee meeting, disclosing the sustainability performance of Woolworths before the final sustainability report has been compiled, it will be \_\_\_\_\_, a(n) \_\_\_\_\_ and \_\_\_\_\_ form of **political behaviour**
- 1 sabotage, legitimate, internal
  - 2 retaliation, legitimate, external
  - 3 disloyalty, illegitimate, internal
  - 4 whistle-blowing, illegitimate, external

**Questions 10 to 18**

Read the following additional information on Woolworths and answer questions 10 to 18

**WOOLWORTHS: GOING GLOBAL**

Woolworths state that as passionate, committed retailers, they understand and lead their customers through excellence and a deep knowledge of their products and services and the world they live in. They aim to be a world leader in retail brands that appeal to people who care about quality, innovation and sustainability.

This formed the basis of Woolworths' plan to expand its global presence when, early in 2014, Woolworths acquired David Jones, an Australian department store, for R23.3 billion in cash and new debt. David Jones is an iconic upmarket department store that sells gourmet food, wine, clothing and high-end beauty products and operates in 38 stores across Australia. The chain has struggled in recent years amid stiff competition from global fashion groups including H&M, Zara and Top Shop. Thanks to this takeover, Woolworths' overall sales rose by 55.2% in the first 26 weeks of the 2015 financial year. It has also made Woolworths one of the 10 largest department store operators in the world. David Jones' chief executive officer, Paul Zahra, resigned immediately from the retailer following the takeover by Woolworths South Africa. Mr Iain Nairn was appointed as the new chief executive officer of David Jones. Mr Nairn was the former CEO of the well-known Country Road brand, which was also swallowed up by Woolworths in 2014 as part of its takeover of David Jones.

Woolworths is planning to sell more private label fashion in the stores, as well as introducing a loyalty programme and other operational changes to squeeze out more than R1.43 billion in extra profits over the next few years. They are planning to open 18 new Country Road stores in South Africa over the next three years. Country Road already contributes 16% to the Woolworths group profit, indicating a rapidly increasing growth rate.

**Going online**

Currently, few local retailers are making an effort in online shopping offerings. According to a study done by the South African Council of Shopping Centres, the websites that online shoppers used the most in 2014 were Woolworths, Exclusive Books, Pick n Pay, Incredible Connection, Cape Union Mart, Mr Price, Edgars and Makro. Favourite online stores also included Kalahari.com, Takealot.com and Amazon.

The Woolworths online shopping site ([www.woolworths.co.za/store/](http://www.woolworths.co.za/store/)) now offers the full range of Woolworths products. "It features almost everything our customers

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would find in-store," said Nikki Cockcroft, online specialist and head of online at Woolworths "From groceries to clothing, home, beauty and financial services, we've integrated all our services into one easy-to-navigate destination We've listened to thousands of Woolworths customers who wanted a simpler, more seamless integration between online and in-store shopping, with the added convenience of being able to access all their Woolies favourites no matter the time, place or device " Woolworths believes that South Africans will become more enthusiastic online shoppers as bandwidth connections become cheaper and faster and customers become more comfortable with online and mobile shopping

The group report that their numbers of online shoppers have doubled year on year Traffic from smartphones has increased by 38%, with 8% of the traffic coming from tablets

Woolworths is seeing more customers using their website for pre-purchase research Customers want to see what is in-store or are searching for a particular something or downloading a recipe, which is an important part of the multi-channel experience Woolworths is trying to create it's not only about getting customers to buy online rather than in-store – it's about letting the customers shop how, where and when they want – in-store or online

When ordering on the online Woolworths store, delivery is free for all first-time customers in order to encourage customers to try the service According to the group's website, all food items are available for next-day delivery Clothing, homeware, fashion brands and beauty items are delivered in three to five days If the order includes food and non-food items, the customer can choose to have their order delivered all together or have the food items delivered earlier Woolworths offers many of the specials you see in store, online However, from time to time they do feature specials that are exclusive to the online shopping portal

Adapted from

<http://www.bdlive.co.za/business/retail/2015/01/16/australian-deal-props-up-woolworths-sales>

<http://www.smh.com.au/business/retail/david-jones-boss-paul-zahra-resigns-after-woolworths-sa-takeover-20140812-10307m.html#ixzz3RFXHx2CH>

<http://www.iol.co.za/business/news/sa-retail-falls-short-of-online-demands-1-1814824#VNipq9hO6po>

<http://www.ventures-africa.com/2015/01/woolworths-see-55-2-sales-revenue-explosion-in-last-six-months/>

<http://www.bdlive.co.za/business/retail/2013/08/29/woolworths-to-open-18-new-country-road-trener-y-stores>

<http://www.destinyconnect.com/2015/01/16/woolworths-first-half-sales-rocket/>

<http://businessstech.co.za/news/internet/42868/woolworths-targets-more-online-shoppers/>

<http://businessstech.co.za/news/internet/21125/woolworths-targets-online-retail-growth/>

**Questions 10 to 11**

Match each **example** in **Column B** to the correct **strategic management concept** in **Column A**

<b>Column A Strategic Management Concepts</b>	<b>Column B Example</b>
10 Vision statement	1 "Woolworths is planning to sell more private label fashion in the stores, as well as introducing a loyalty programme and other operational changes "
11 Mission statement	2 " it's about letting our customers shop how, where and when they want "
	3 " as passionate, committed retailers, they understand and lead their customers through excellence and a deep knowledge of their products and services and the world we live in "
	4 "They aim to be a world leader in retail brands that appeal to people who care about quality, innovation and sustainability "

12 When purchasing David Jones, Woolworths followed a \_\_\_\_\_ and \_\_\_\_\_ **strategy**

- 1 backward integration, related diversification
- 2 market development, corporate combination
- 3 concentration growth, product development
- 4 forward integration, cost leadership

13 According to the **Boston Consulting Group growth-share matrix**, Country Road can be classified as a \_\_\_\_\_

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

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- 14 Woolworths is following a(n) \_\_\_\_\_ **e-business shopping model**
- 1 storefront
  - 2 online trading
  - 3 click-and-mortar
  - 4 business-to-consumer
- 15 Woolworths implemented a(n) \_\_\_\_\_-**based revenue generating business model**
- 1 referral
  - 2 mark-up
  - 3 *advertising*
  - 4 commission
- 16 The **advanced e-business technology** that was recommended for Woolworths to use when they wanted to prevent the loss of the acquired intellectual capital built up by Nikki Cockcroft can be classified as a(n) \_\_\_\_\_
- 1 expert system
  - 2 neural network
  - 3 workflow management system
  - 4 management information system
- 17 Which one of the following statements is **incorrect** regarding **groups** at Woolworths?
- 1 A group that forms at a Woolworths branch will involve two or more interdependent individuals, who work together to achieve specific goals
  - 2 Individuals may join a group at their Woolworths branch in order to satisfy their social and affiliation needs
  - 3 If a group of individuals from Woolworths decide to form a book club that meets weekly during lunch, they are classified as an interest group
  - 4 A group formed at a Woolworths branch in Pretoria that has a very clear line of authority can be classified as a command group

- 18 Which one of the following statements demonstrates an example of a **self-managed work team** at Woolworths?
- 1 Managers from all the functional areas of Woolworths have a meeting where they use their collective expertise to solve complex problems
  - 2 Employees from the marketing department at the Woolworths Head Office in Cape Town meet every Friday to discuss ways of improving their efficiency as well as new marketing opportunities
  - 3 Individuals employed by various Woolworths branches country-wide form a team where members are task-orientated and use technology to complete their designated tasks
  - 4 Multi-skilled individuals who functional autonomously and meet with their leader every day to decide on issues such as improvements in design and the hiring of new team members
- 19 **Knowledge management** is a systematic approach to manage the \_\_\_\_\_ assets of the organisation, and an example of these assets includes \_\_\_\_\_
- 1 information, policies
  - 2 people, skills
  - 3 information, culture
  - 4 people, experience
- 20 **Structural capital** is the \_\_\_\_\_
- 1 new technologies that allow customers to compare prices
  - 2 accumulated knowledge and expertise of the organisation
  - 3 combined skills and knowledge of the employees
  - 4 value of established relationships with suppliers
- 21 **Bureaucracy** is widely used in many organisations, **except** where \_\_\_\_\_
- 1 the technology is routine
  - 2 consumer needs are relatively stable
  - 3 efficient processing methods are in operation
  - 4 customised products and services are delivered

**Questions 22 to 24**

Consider the following list of variables and answer questions 22 to 24

- a forges close relationships with suppliers
- b builds alliances with other organisations
- c uses a vertical flow of information
- d has an ethnocentric mindset
- e presents fewer chances for promotion
- f has a compliant culture
- g requires multitasking
- h exhibits heterogeneous employees

22 The **new** organisation \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_

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

23 One of the challenges for the new organisation, when becoming **flatter and leaner**, is that the organisation \_\_\_\_\_

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

24 The **traditional** organisation \_\_\_\_\_ and \_\_\_\_\_

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

25 \_\_\_\_\_ is an **internal force** of change that could involve implementing a plan to regain market share that the organisation has lost to competitors

- 1 Balance of power
- 2 Pressure to grow
- 3 New technology
- 4 Demographic trends

### Questions 26 to 27

Consider the following table and match the **type of change** in **Column B** with the correct **dimension of change** in **Column A**

<b>Column A</b> <b>Dimension of change</b>	<b>Column B</b> <b>Type of change</b>
26 Scope	1 Revolutionary change, which involves radical changes such as downsizing and restructuring
27 Process	2 Punctuated change, which involves a set of uninterrupted adjustments in work processes
	3 Reactive change, which involves responding to forces outside the organisation's control
	4 Continuous change, which involves dealing with one problem at a time after long periods of stability

28 \_\_\_\_\_ is a **barrier to change** that occurs because the forces for and against change are equally strong

- 1 Volatility
- 2 Eustress
- 3 Inertia
- 4 Incongruity

29 \_\_\_\_\_ is the **third** step in **Lewin's** change model

- 1 Unfreeze
- 2 Refreeze
- 3 Change
- 4 Communicate

30 A change in \_\_\_\_\_ may involve departmentalisation and the alignment of processes

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

31 Which one of the following is **incorrect** regarding the **artefacts level of organisational culture**?

Artefacts \_\_\_\_\_

- 1 are found on the first level of organisational culture
- 2 include visible aspects of the organisation
- 3 are always visible and understandable
- 4 include the archives of the organisation

32 According to **Edgar H Schein**, culture is a pattern of assumptions that is developed by an organisation to deal with problems of external adaptation and internal integration

**Internal integration** tasks do **not** include the development of consensus on the criteria for \_\_\_\_\_

- 1 allocating power
- 2 measuring results
- 3 allocating rewards
- 4 developing friendships

33 \_\_\_\_\_ reinforce the **culture** of an organisation and relate to the successes and failures of an organisation

- 1 Symbols
- 2 Artefacts
- 3 Stories
- 4 Rituals

34 \_\_\_\_\_ **culture**, as categorised by \_\_\_\_\_, is typified by members being encouraged to interact with each other

- 1 Constructive, Jones, Dunphy, Fishman, Larne and Canter (2006)
- 2 Process, Deal and Kennedy (2000)
- 3 Adhocracy, Quinn and McGrath (1985)
- 4 Person, Trompenaars and Purd'homme (2004)

35 Charles Handy (1993) identify four **types of culture**, namely \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ and power culture

- 1 task, role, person
- 2 process, logic, role
- 3 person, market, clan
- 4 defensive, authority, passive

36 Cummings and Worley's (2009) **guidelines for cultural change** does **not** include the \_\_\_\_\_

- 1 demonstration of commitment by top management
- 2 modification of current authority structures
- 3 selection of people who fit in the culture
- 4 formulation of a new strategic vision

37 **Diversity** is \_\_\_\_\_ while **employment equity** is \_\_\_\_\_ focused

- 1 proactive, qualitatively
- 2 legally driven, problem-
- 3 internally focused, externally
- 4 productivity focused, reactively

38 The quest for a new management philosophy is a management issue in the South African business world which has been activated by the \_\_\_\_\_ and \_\_\_\_\_ movements

- 1 multinational, transformation
- 2 new management, multicultural
- 3 empowerment, affirmative
- 4 transformation, empowerment



39 The \_\_\_\_\_ argument for **diversity** states that the reactions of the organisation will be faster and at a lower cost

- 1 system flexibility
- 2 creativity
- 3 resource acquisition
- 4 marketing

40 Woolworths uses a uniform performance appraisal policy to rate all its employees on all levels of the organisation

The \_\_\_\_\_ approach to managing **diversity** can be suitable to remedy the above situation

- 1 "value of differences"
- 2 "right the wrongs"
- 3 compensation
- 4 golden rule

41 A **secondary dimension** of diversity is \_\_\_\_\_

- 1 geographic location
- 2 ethnicity
- 3 physical ability
- 4 sexual orientation

42 The \_\_\_\_\_ **paradigm** of diversity will enable organisations to benefit adequately from the management of diversity

- 1 discrimination – fairness
- 2 learning – effectiveness
- 3 access – legitimacy
- 4 flexibility – individual

- 43 The \_\_\_\_\_ perspective of the **balanced scorecard** is measured by \_\_\_\_\_
- 1 financial, growth
  - 2 customer, quality
  - 3 learning, growth
  - 4 internal, quality
- 44 **Strategic management** is not \_\_\_\_\_
- 1 establishing a clear direction for the organisation
  - 2 a creative and innovative process
  - 3 about effecting strategic change
  - 4 a linear four-step process
- 45 \_\_\_\_\_ stems from the ability of successful organisations **to provide greater worth** to customers, which competitors try to emulate. An important contributor to the creation of worth is an organisation's \_\_\_\_\_, a term developed by **Michael Porter** to describe the interconnectedness and interrelatedness of these internal functions and activities
- 1 Price advantage, value system
  - 2 Fairness of exchange, value chain
  - 3 Competitive advantage, value system
  - 4 Sustainable competitive advantage, value chain
- 46 Which one of the following did Michael Porter classify as a **secondary support activity**?
- 1 Procurement
  - 2 Operations
  - 3 Logistics
  - 4 Service

**Questions 47 to 48**

Match the **examples** in **Column B** with the **stages in group and team development** in **Column A**

<b>Column A</b> <b>Stages in group and team development</b>	<b>Column B</b> <b>Examples</b>
47 Storming	1 Group members are supportive and can tackle even complex tasks without compromising quality
48 Performing	2 Members of a group work according to rules and procedures that they have set up
	3 Members of a group do not want to accept restrictions imposed on them as each member feels that his opinion is the best
	4 Group members were wondering who their leader would be and what was expected of them

**Questions 49 to 50**

Match each appropriate **characteristic** in **Column B** with the **team role, as defined by Belbin, in Column A**

<b>Column A</b> <b>Roles</b>	<b>Column B</b> <b>Characteristics</b>
49. The company worker	1 Introverted, but intellectually dominant
50. The plant	2 Turns ideas into manageable tasks
	3 Glue that keeps the team together
	4 Worries about due dates

**SECTION A SUBTOTAL: 50 MARKS**

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**SECTION B: WRITTEN QUESTION****[20 MARKS]**

- **Answer the written questions in the space provided in this answer book.**
- **Plan your answers carefully, while considering the allocated space for your answer.**
- **Please write legibly.**
- **No marks will be awarded for the listing of facts (theory) only, as the question requires you to apply the theory.**

Read the following additional information on Woolworths and answer questions 1 and 2

**WOOLWORTHS: FROM MUD TO MARKET**

Deep in the rolling farmlands of Elukwatini, Mpumalanga, lie several small plots of land that bring renewed hope to an impoverished community of former subsistence farmers. Although Elukwatini's red soil produces healthy vegetable crops the distance to the market had effectively destroyed any attempts by small-scale farmers to make a profit, forcing them to remain subsistence farmers.

Woolworths, in partnership with Technoserve (an enterprise development partner) and Qutom (Woolworths' tomato supplier), stepped in to provide training, mentoring, technical assistance and to establish essential links to both finance and retail markets. The farmers were also assisted with a grant and have since used "top-up" and production loans. Woolworths has given a production loan for R350 000 to the farmers.

The pilot project started in 2011, with 13 one-hectare crops of tomatoes. The project formed part of Woolworths' Good Business Journey and was directed by Mr Sihle Mathaba, who organised regular meetings with his team. The focus of these meetings was on analysing both the external and internal environment of Woolworths, with an emphasis on the potential sources of risk. After determining the risks for the Elukwatini, the project was started.

A key member of the team is Mr Tim Boardman, who is also a member of the sustainability committee. Mr Boardman had open lines of communication to the top management level of Woolworths through his colleague and a fellow committee member, Ms Zyda Rynalds. This allowed him access to a greater number of contacts and networks in Woolworths' environment. Mr Boardman facilitated the Elukwatini project at the strategic level on behalf of Mr Chris Nissen, who was responsible for the execution and control of the project. Mr Nissen compiled a plan that stated which

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member of the team was responsible for which specific task. On the team were Ms Zainab Cassiram, Mr Lucky Malebane, Mr Kamal Patel and Mrs Tanya Stricker, responsible for training, communication with the farmers, local community involvement and resource allocation respectively. Mr Nissen was being helped by Mrs Thabile Bhata, who assisted with any issues that occurred during the implementation of the project. The project administration hub was located at the Woolworths regional office in Mpumalanga, close to Elukwatini. The leader of this hub, also responsible for setting the standards for the project, was Mrs Jane Claassen.

The first crops were harvested on the Elukwatini farms in April 2012. Farmers harvested 570 tons of round tomatoes of which 202 tons went to Qutom (with 80% of those being packed for Woolworths) and 268 tons went to local traders and some were exported, with an estimated additional 100 tons sold by the farmers locally. With an increase in yield in 2013, the top farmers generated net profits of more than R75 000 from 1.5 hectares. The farmers are creating employment for 80 to 90 local people during the nine-month tomato production period.

One of the farmers said the Woolworths Enterprise Development programme and the training received helped her become a more successful farmer. She has been able to build a house with the money she has earned and she is able to support her four children. She has five permanent employees and she also hires seasonal workers during harvest time, which means she supports about 30 people in her local community.

Adapted from  
[http://ceowatermandate.org/files/endorsing/WOOLWORTH\\_2013.pdf](http://ceowatermandate.org/files/endorsing/WOOLWORTH_2013.pdf)  
<http://dev-technoserve.seattlewebgroup.com/our-work/projects/from-mud-to-market>

**Question 51**

**(14 marks)**

Name all the **key role players in project management** and identify these key role players in the Elukwatini project from the above case study.


[TURN OVER]









Please copy your answers from the mark-reading sheet into the table below so that we can mark it if the mark-reading sheet is lost

Write down the number in the answer column ONLY

For example

Question	Answer
1.	3

**IMPORTANT: You must still fill in the mark-reading sheet, as the table will only be considered in the event that the mark-reading sheet is lost.**

Question	Answer	Question	Answer
1.		26.	
2.		27	
3.		28.	
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16.		41	
17		42.	
18.		43.	
19.		44.	
20.		45.	
21		46.	
22.		47.	
23.		48.	
24		49.	
25.		50	

[TURN OVER]





PART 1 (GENERAL/ALGEMEEN) DEEL 1

STUDY UNIT (E.G. PSY100-X)  
STUDIE-EENHEID (BY PSY100-X)

1

PAPER NUMBER  
VRAESTELNOMMER

2

INITIALS AND SURNAME  
VOORLETTERS EN VAN

3

DATE OF EXAMINATION  
DATUM VAN EKSAMEN

4

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

5

STUDENT NUMBER  
STUDENTENOMMER

6

7

UNIQUE PAPER NO  
UNIEKE VRAESTEL NR

8

9

For use by examination invigilator  
Vir gebruik deur eksamenopsiener

IMPORTANT

- USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
- MARK LIKE THIS
- CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
- ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT
- CHECK THAT YOUR STUDENT NUMBER HAS BEEN FILLED IN CORRECTLY
- CHECK THAT THE UNIQUE NUMBER HAS BEEN FILLED IN CORRECTLY
- CHECK THAT ONLY ONE ANSWER PER QUESTION HAS BEEN MARKED
- DO NOT FOLD

BELANGRIK

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

PART 2 (ANSWERS/ANTWOORDE) DEEL 2

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

Specimen only