

Tutorial Letter 201/2/2018

Contemporary Management Issues

MNG2602

Semester 2

Department of Business Management

IMPORTANT INFORMATION

This tutorial letter contains important information
about your module.

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1 INTRODUCTION

Dear Student

This tutorial letter provides feedback on Assignment 01. The assignments and the feedback on them constitute a vital part of your learning and will assist you in preparing for the examination.

2 MODEL ANSWERS – ASSIGNMENT 01

SECTION A: PARAGRAPH-TYPE QUESTIONS

40 MARKS

QUESTION 1

(4 marks)

“...due to ongoing restrictions on retailing.”

The force of change is **external** (✓) as it stems from the macroenvironment of the organisation (✓), more specifically the **political sub-environment** (✓). This environment includes the political risk governments create by their actions, governance and the integrity of court policies and laws that affect the country (✓). Retailing restrictions are rules created by government.

Reference: Brevis & Vrba, 2014:95

QUESTION 2

(9 marks)

Element: Stories (✓)

Discussion: They reflect the core beliefs and assumptions held by organisational members. Stories could relate to strengths, weaknesses, successes and failures and they often reflect the prevailing culture. (✓)

Example: Inspirational tales about the founders and how they built up Shoprite (✓)

Element: Rituals (✓)

Discussion: These are sets of actions, performed mainly for their symbolic value. Rituals underpin the central values of the organisation. (✓)

Example: Induction programme for newcomers (✓)

Element: Language (✓)

Discussion: This entails unique terms created for offices, people, suppliers, rituals and so on. (✓)

Example: The terminology and vocabulary taught to newcomers during the induction programme (✓)

Reference: Brevis & Vrba, 2014:124–126

QUESTION 3

(7 marks)

3.1 (5 marks)

Formal power

- Legitimate power – Due to their formal appointment in the organisation, they have legitimate power. This is a type of formal power and allows them to make decisions pertaining to resource allocation, information flows, performance evaluations, task alignment and conflict resolution. (✓)
- Reward power – the ability to give rewards, such as enabling staff members to attend important family events, salary increases, promotions. Recipients must perceive the rewards as being of value to them. (✓)
- Coercive power – the power to restrict benefits or inflict punishment, such as the restriction of family time. Fear is the basis of coercive power and in an organisational context, managers can retrench people or withhold rewards. (✓)

Personal power

- Referent power – refers to the power of an individual because of his or her personal characteristics or charisma. (✓)
- Expert power – refers to an individual's power that stems from the possession of scarce and valued expertise (knowledge and understanding pertaining to a specific defined area). (✓)

3.2 (1 mark)

Legitimate (✓)

Mr Bosman is the CFO.

3.3 (1 mark)

Legitimate and referent (✓)

Dr Basson is the CEO and he is well liked by his subordinates.

Reference: Brevis & Vrba, 2014:139–140

QUESTION 4**(8 marks)**

4.1 (6 marks)

(any 12 x ½)

UPWARD	DOWNWARD	LATERAL
Upward appeals	Pressure	Exchange
Rational persuasion	Exchange	Coalition
	Ingratiating	Ingratiating
	Rational persuasion	Rational persuasion
	Inspirational appeals	Consultation tactics
	Consultation tactics	

4.2 (2 marks)

Ingratiating (✓)

Using friendliness, humour or flattery when making requests to his colleagues. (✓)

Reference: Brevis & Vrba, 2014:146

QUESTION 5**(4 marks)****Creativity argument (✓)**

Diversity of perspectives and less emphasis on conformity to norms of the past should improve the level of creativity. (✓)

Problem-solving argument (✓)

Heterogeneity in decision-making and problem-solving groups potentially produces better decisions through a wider range of perspectives and more thorough critical analysis of issues. (✓)

Reference: Brevis & Vrba, 2014:200

QUESTION 6**(8 marks)**Shoprite followed a **market development** strategy.

In 2001, Shoprite expanded into the North African market – selling present products in markets they had not previously operated in.

The following marking rubric applies to question 6:

Criteria	Marks
Is the organisation used a South African organisation?	1
Was the correct strategy identified?	2
Does the student provide sufficient evidence to prove that the organisation employs the specific growth strategy?	4
Does the student provide the URL reference to the website where the information was obtained?	1
Total:	8

There is no model answer for this question since any relevant organisation could have been used.

Reference: Brevis & Vrba, 2014:247

SUBTOTAL SECTION A: 40 MARKS

SECTION B: REFLECT ON YOUR LEARNING EXPERIENCE

5 MARKS

A total of 5 marks were awarded for the following:

- 3 marks for some reflection
- 1 mark for a list of references
- 1 mark for a signed declaration of authenticity (proving that this is your own work) – see the template in Addendum F of Tutorial Letter 101.

SUBTOTAL SECTION B: 5 MARKS

TOTAL ASSIGNMENT 01: 45 MARKS

3 CONCLUSION

I trust that the guidelines given in this tutorial letter will assist you in evaluating your answers to the questions in Assignment 01. The feedback on Assignment 02 will be uploaded on myUnisa after the due date for the assignment in Tutorial Letter 202, which will also include guidelines for the upcoming examination.

I wish you every success with your preparation for the examination. I should like to encourage you to contact me, should you encounter any problems with the contents of this module.

Best wishes

Lynette Cronje

Your lecturer for MNG2602