

Tutorial Letter 202/1/2018

Contemporary Management Issues MNG2602

Semester 1

Department of Business Management

IMPORTANT INFORMATION

This tutorial letter contains important information
about your module.

CONTENTS

	<i>Page</i>
1 INTRODUCTION.....	3
2 MODEL ANSWERS – ASSIGNMENT 02.....	3
3 GUIDELINES FOR THE EXAMINATION	7
4 CONCLUSION	8

1 INTRODUCTION

Dear Student

This tutorial letter provides feedback on Assignment 02. The assignments and the feedback on the assignments constitute a vital part of your learning and will assist you in preparing for the examination.

2 MODEL ANSWERS – ASSIGNMENT 02

As set out in Tutorial Letter 101, the marks you obtained for this assignment together with those you obtained for Assignment 01 will constitute your year mark for this module. The table below contains the answers to the 30 multiple-choice questions in Assignment 02, together with references to the prescribed book or the learning unit and the relevant page numbers.

Q	ANSWER		WHERE TO FIND THE ANSWER		
			Chapter (learning unit)	Section, table or figure	Page number
1	2	1990	Chapter 11 LU 6	11.2.2	247
Reasoning:					
A market development strategy involves selling present products using current technologies in new markets. In 1990, Shoprite opened a store in Namibia – this indicates they entered a new market as they had not been operating there before. In 1984 and 1991, they acquired other retailers, indicating a corporate combination strategy. In 2009, Shoprite bought a pharmaceutical chain – this indicates that they expanded their product range through unrelated diversification; and therefore, it is not market development.					
2	1	strategic alliance	Chapter 11 LU 6	11.2.2	248
Reasoning:					
The case study states that Shoprite partnered with various partners through an agreement – this indicates that it was a strategic alliance. They did not buy or merge with another company and no new company was formed through this project; therefore, all the other options are incorrect.					
3	2	horizontal integration	Chapter 11 LU 6	11.2.2	247
Reasoning:					
Shoprite is a supermarket chain; therefore, the Checkers chain is a competitor.					

Q	ANSWER		WHERE TO FIND THE ANSWER		
			Chapter (learning unit)	Section, table or figure	Page number
Competitors are in the same stage of the supply chain. Therefore, the strategy followed is a horizontal integration strategy.					
4	2	Backward integration	Chapter 11 LU 6	11.2.2	247
Reasoning: Purchasing Sentra, a distribution centre, indicates that Shoprite entered a line of business further away from the final consumer. This indicates that they followed a backward integration strategy.					
5	2	divestiture	Chapter 11 LU 6	11.2.2	249
Reasoning: The selling of stores in India to a local investor indicates that Shoprite followed a divestiture strategy.					
6	2	strength	Chapter 11 LU 6	11.2.1	243
Reasoning: The Checkers brand is part of their internal environment . Since it scored first place in the survey, it is a competitive advantage for Checkers, making it a strength.					
7	2	star	Chapter 11 LU 6	11.2.2	251
Reasoning: The case study states that the Liquor Shop had high market growth and high market share, making it a star in the matrix.					
8	4	external	Chapter 14 LU 7	14.2.2	311
Reasoning: The Mobile Soup Kitchen is an upliftment programme for the local community . This indicates an outward (external) perspective.					
9	1	programme manager	Chapter 14 LU 7	14.3.2	313
Reasoning: The programme manager is responsible for the various projects that form part of a programme; in this case, the Mobile Soup Kitchen programme.					
10	3	Ms Morena; two; she appointed Mr Botha	Chapter 14 LU 7	14.4	317
Reasoning: Mr Botha can be classified as the project manager since he is responsible for the Brits soup kitchen and because of his duties listed in the case study. Step two of the process involves appointing a project manager which, as explained is Mr Botha.					

Q		ANSWER	WHERE TO FIND THE ANSWER		
			Chapter (learning unit)	Section, table or figure	Page number
11	1	Mr Neo Mogalobe	Chapter 14 LU 7	14.4	320
Reasoning: Mr Mogalobe is the strategic manager; therefore, his interest is high but his influence is low . According to the stakeholder matrix, this indicates that he should be kept satisfied.					
12	1	tactical	Chapter 14 LU 7	14.4	317
Reasoning: The case study states that the MSK guidelines stipulate the Shoprite policies that must be adhered to. As a result it can be classified as a tactical plan.					
13	2	chairperson	Chapter 18 LU 9	18.6.1	435
Reasoning: Dr Basson is classified as the chairperson because of his characteristics (being disciplined and focused).					
14	4	resource-investigator	Chapter 18 LU 9	18.6.1	435
Reasoning: Mr Bosman is classified as the resource-investigator because of his characteristics (being extroverted and sociable).					
15	1	informal; friendship	Chapter 18 LU 9	18.3.1	423
Reasoning: A card-playing group is not part of the organisational hierarchy. It is classified as a friendship group since the members are satisfying a social need and they have a common interest (playing cards).					
16	3	problem-solving	Chapter 18 LU 9	18.8	438-9
Reasoning: The financial team are employees in the same department who meet weekly to discuss ways of improving quality and efficiency; therefore, they are classified as a problem-solving team.					
17	1	Kotter; time and costs overruns	Chapter 5 LU 2	5.5.2	102
18	4	Changing people	Chapter 5 LU 2	5.6	104
19	1	Inertia	Chapter 5 LU 2	5.3.1	97

Q	ANSWER		WHERE TO FIND THE ANSWER		
			Chapter (learning unit)	Section, table or figure	Page number
20	3	This definition was not given by Morgan (1997)	Chapter 6 LU 3	6.1 6.2	118-120
21	1	make decisions about resource allocation	Chapter 7 LU 4	7.1.2	139
22	4	focus cost leadership; generic	Chapter 11 LU 6	11.2.2	246
23	2	divestiture	Chapter 11 LU 6	11.2.2	249
24	4	removes obstacles encountered during the lifetime	Chapter 14 LU 7	14.3.3	313
25	3	The word "secondary" should be replaced by "primary".	Chapter 16 LU 8	16.2	377
26	4	Sustainable competitive advantage; value chain	Chapter 16 LU 8	16.1	375
27	2	markup; click-and-mortar	Chapter 16 LU 8	16.5.2 16.5.3	382-5
28	1	An amount is charged for intermediary services. It adds value by providing expertise and/or access to a wide network of alternatives.	Chapter 16 LU 8	16.5.2	382
29	2	k; f and h	Chapter 18 LU 9	18.5	429-32
30	1	m; c and d	Chapter 18 LU 9	18.5	427-9

TOTAL ASSIGNMENT 02: 30 MARKS

3 GUIDELINES FOR THE EXAMINATION

Congratulations, you have now completed both assignments for the module Contemporary Management Issues (MNG2602).

The questions in Assignments 01 and 02 as well as the previous examination papers should give you an indication of the type of question that you can expect in the examination. You need to study ALL the learning units and the corresponding chapters in the prescribed book for the examination.

For information about the examination, please see Tutorial Letter 101 (Section 10).

Format of the examination

The examination paper will consist of Section A which consists of 40 multiple-choice questions (worth one mark each) and Section B which consists of written/essay-type questions (worth 30 marks) – which make up a grand total of 70 marks. Some of the questions from both sections will be based on a case study. Clear instructions will be provided in the examination paper regarding the format to be used for answering the questions.

General instructions for the examination

- Indicate the correct student number and unique number of the paper on the mark-reading sheet.
- Answer the multiple-choice questions on the mark-reading sheet AND write your answers to the multiple-choice questions in the script provided where you are required to do so.
- Do not be dishonest by bringing unauthorised notes with you into the examination venue.
- Read through and analyse the questions properly so as to answer them correctly.
- Study the relevant chapters in the prescribed textbook as the study guide alone is insufficient for your studies.

Learning units and chapters that need to be studied for the examination

For this module you need to master the following learning units AND the corresponding chapters in the prescribed book for the examination:

LEARNING UNIT IN THE MO001 GUIDE	CHAPTER IN THE PRESCRIBED BOOK
1 Features of contemporary organisations and new management challenges	3
2 Managing organisational change and individual stress	5
3 Corporate culture	6
4 Power, politics, conflict resolution and negotiation	7
5 Workforce diversity	9
6 Strategic management	11
7 Project management	14
8 Value chain and e-business	16
9 Work groups and teams	18

4 CONCLUSION

I trust that the guidelines in this tutorial letter will assist you in evaluating your answers to the questions in Assignment 02. With regard to the upcoming examination, please plan your studies and give yourself sufficient time to prepare for the examination. Do not forget to revisit the learning outcomes for each learning unit that may be found in both your study guide and prescribed book.

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 content of this module.

Best wishes

Lynette Cronje

Your lecturer for MNG2602