

Tutorial Letter 202/2/2018

Contemporary Management Issues MNG2602

Semester 2

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, 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	1	market development	Chapter 11 LU 6	11.2.2	247
Reasoning: A market development strategy involves selling present products using current technologies in new markets. In 2001 Shoprite opened a store in Egypt – the first in North Africa. This indicates they entered a new market as they had not been operating there before.					
2	2	acquisition	Chapter 11 LU 6	11.2.2	248
Reasoning: Shoprite purchased the Checkers chain, indicating an acquisition.					
3	2	Horizontal integration	Chapter 11 LU 6	11.2.2	248
Reasoning: Shoprite is a supermarket chain, and therefore Ackermans food stores are competitor stores. Competitors are in the same stage of the supply chain, and therefore the strategy followed is a horizontal integration strategy.					
4	1	unrelated diversification	Chapter 11 LU 6	11.2.2	247
Reasoning: Shoprite is a supermarket chain that did not sell furniture before acquiring the furniture					

Q	ANSWER		WHERE TO FIND THE ANSWER		
			Chapter (learning unit)	Section, table or figure	Page number
					division of the OK Bazaars Group. Therefore, furniture was an unrelated product to their current business, indicating conglomerate (unrelated) diversification.
5	1	turnaround	Chapter 11 LU 6	11.2.2	249
Reasoning: The retail restrictions in Egypt caused Shoprite to close the stores as they were no longer efficient and had suffered setbacks. The elimination of "inefficient stores" (inefficiencies) indicates a turnaround strategy. Shoprite did not sell the stores (divestiture) and did not intentionally harvest (maximised returns) from the stores (harvesting), nor did they sell the entire organisation (liquidation).					
6	2	strength	Chapter 11 LU 6	11.2.1	243
Reasoning: The Shoprite brand is part of their internal environment . Since it was rated as the most valuable retail brand in South Africa, it is a competitive advantage for Shoprite, making it a strength.					
7	2	cost leadership	Chapter 11 LU 6	11.2.2	245-6
Reasoning: A cost leadership generic strategy attempts to maximise sales by minimising costs per unit, which is exactly what Checkers did by removing the middleman.					
8	1	team	Chapter 14 LU 7	14.3.5	314
Reasoning: The supporting role-players form part of a project's project team.					
9	1	project	Chapter 14 LU 7	14.3.4	313
Reasoning: Mr Botha's duties - namely planning, execution and control of the Brits soup kitchen - indicate that he is the project manager.					
10	4	the client	Chapter 14 LU 7	14.3.7	314
Reasoning: The local Brits community is the recipient of the project deliverables, making them the client.					
11	1	Mr Mogalobe; three; he developed the MSK guidelines	Chapter 14 LU 7	14.4	317
Reasoning: The MSK guidelines can be classified as the tactical plan since it specifies the policies that					

Q	ANSWER		WHERE TO FIND THE ANSWER		
			Chapter (learning unit)	Section, table or figure	Page number
must be adhered to. The tactical plan is developed in step three of the project management process.					
12	4	Shoprite employees not involved in the project	Chapter 14 LU 7	14.4	320-3
Reasoning: The employees not involved in the project have a low interest and low influence on the project; therefore, a Facebook page can be used to communicate project-related information.					
13	1	task	Chapter 18 LU 9	18.3.2	424
Reasoning: The Brits soup kitchen team is working together to complete a specific task – assisting the community in a time of need. Once the project is completed, the group will disband.					
14	1	plant	Chapter 18 LU 9	18.6.1	435
Reasoning: Mr Goosen is classified as the plant because of his characteristics (being introverted, imaginative and intelligent).					
15	3	team worker	Chapter 18 LU 9	18.6.1	436
Reasoning: Dr Wiese is classified as the team worker because of his characteristics (being supportive and understanding).					
16	3	formal; work	Chapter 18 LU 9	18.3.2	423-4
Reasoning: Top management accomplishes specific tasks and achieves the organisational goals, making them a formal group. They primarily interact to share information. The group has a leader (the CEO) and have members whose skills are varied, indicating that they form a work group.					
17	2	Structural	Chapter 3 LU 1	3.2.5	52
18	1	autocratic; diverse	Chapter 3 LU 1	Table 3.2	57
19	4	increased power and demands of the customer; market	Chapter 5 LU 2	5.1.2	94
20	1	strong; lots	Chapter 5 LU 2	Table 5.1	100

Q	ANSWER		WHERE TO FIND THE ANSWER		
			Chapter (learning unit)	Section, table or figure	Page number
21	3	innovation	Chapter 9 LU 5	Table 9.4	200
22	3	learning – effectiveness	Chapter 9 LU 5	9.7.2	203
23	1	balanced scorecard	Chapter 11 LU 6	11.2.2	244
24	2	harvesting	Chapter 11 LU 6	11.2.2	249
25	2	translates the strategic goals	Chapter 14 LU 7	14.3.2	313
26	3	implement vertical integration; internal efficiencies of the primary activities	Chapter 16 LU 8	16.2	377
27	4	Management information	Chapter 16 LU 8	16.5.4	387
28	2	markup; click-and-mortar	Chapter 16 LU 8	16.5.2 16.5.3	382-5
29	2	a; b, i and j	Chapter 18 LU 9	18.5	432-3
30	1	l; e	Chapter 18 LU 9	18.5	429

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 consists of 40 multiple-choice questions (worth one mark each) and Section B 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