

MNG2601

(493719) October/November 2014

GENERAL MANAGEMENT

Duration 2 Hours

70 Marks

EXAMINERS

FIRST

MS I VAN WYK

SECOND

PROF T BREVIS-LANDSBERG

MRS MJ VRBA

Closed book examination

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This paper consists of 22 pages plus instructions for completing a mark-reading sheet

INSTRUCTIONS

This paper comprises 70 multiple-choice questions

Answer all the questions 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 MNG2601
- the unique number of the paper 493719

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

[TURN OVER]

Questions 1 to 2

Match the **theorists** in **Column A** to the appropriate **contribution made to management theory** in **Column B**

Column A (Theorists)	Column B (Contribution made to management theory)
1 Abraham Maslow	1 Developed theory X and theory Y
2 Douglas McGregor	2 Introduced the concept of human needs in management
3 Max Weber	3 Pioneered the scientific approach
	4 Pioneered the bureaucratic approach

Questions 4 to 5

Consider the list of theorists below and then answer questions 4 to 5

- a Ludwig von Bertalanffy
- b Philip B Cosby
- c Peter Senge
- d Alfred Chandler
- e Kurt Lewin
- f Joseph M Juran
- g W Edwards Deming

4 _____ advocated continual improvement through lifelong learning and described production as a system of interrelations between consumer research, design, suppliers, materials, production, assembly inspection, distribution and consumers

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

5 _____, _____, and _____ contributed to the **quality approach to management**

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

[TURN OVER]

- 6 A **top manager** is responsible for _____
- 1 long-term planning and implementing strategies
 - 2 determining the vision, mission, goals and strategies of the organisation
 - 3 implementing the policies, plans and strategies developed by top management
 - 4 planning, organising, leading and controlling his division or department
- 7 One of the benefits of **planning** is that it _____
- 1 leads to organisational structure
 - 2 will improve the morale of employees
 - 3 leads to a participatory work environment
 - 4 will decrease the chances of deviations occurring
- 8 Which one of the following is **not** a barrier to effective planning?
- 1 Managers are not creative and lack intuition
 - 2 Managers find planning too time consuming
 - 3 Managers are resistant to change
 - 4 Environmental complexity and volatility

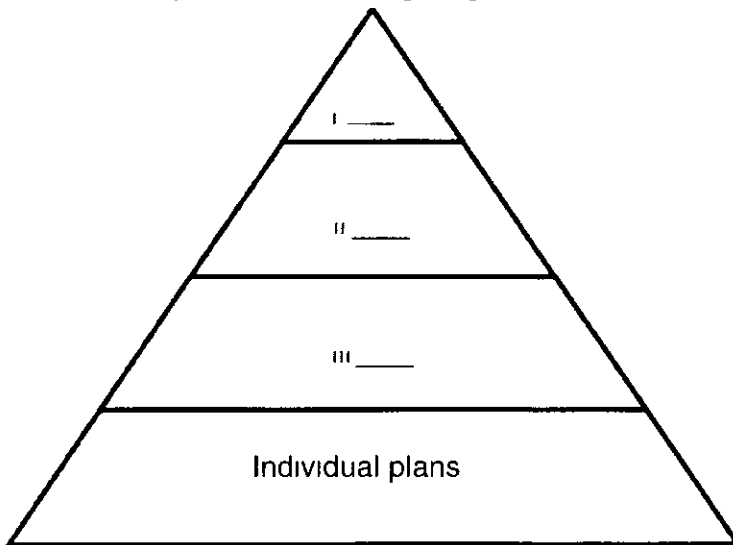
Questions 9 to 11

Consider the following list of **plans**, and then answer questions 9 to 11

- a tactical plans
- b strategic plans
- c operational plans
- d long-term plans
- e short-term plans

[TURN OVER]

9 Complete the following diagram of the hierarchy of organisational plans



- 1 (i) b, (ii) a, (iii) c
- 2 (i) b, (ii) c, (iii) e
- 3 (i) d, (ii) c, (iii) a
- 4 (i) a, (ii) e, (iii) c

10 **Single-use plans** are examples of _____

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

11 The focus of _____ plans is **broad**, while _____ are **narrowly** focused

- 1 b, c
- 2 c, a
- 3 a, b
- 4 a, f

- 12 _____ is the process of taking corrective action to find a solution, while _____ is the process of selecting an alternative course of action that will solve a problem
- 1 Control, decision-making
 - 2 Decision-making, control
 - 3 Problem-solving, decision-making
 - 4 Decision-making, problem-solving
- 13 Indicate the correct sequence of the steps that managers should follow in the **decision-making process**
- a Recognise, classify and define the problem
 - b Implement the chosen option
 - c Set goals and criteria
 - d Evaluate alternative courses of action
 - e Select the best course of action
 - f Generate creative alternatives
 - g Conduct follow-up evaluation
- 1 a d c f e b g
 - 2 a c f d e b g
 - 3 e a c f d g b
 - 4 e a f c g d b

Questions 14 to 15

Consider the different types of information systems listed below and then answer questions 14 to 15

- a Executive information
 - b Process control
 - c Expert information system
 - d Information reporting
 - e Office automation
 - f Decision support system
- 14 Which of these information systems are categorised as **management information systems**?
- 1 a d f
 - 2 a d e
 - 3 b c e
 - 4 c d e

- 15 Which of these information systems are categorised as **operations information systems**?
- 1 a b
 - 2 b e
 - 3 d e
 - 4 e f
- 16 A(n) _____ links an organisation's employees, suppliers, clients and other key stakeholders electronically via a wide area network
- 1 intranet
 - 2 electronic commerce
 - 3 extranet
 - 4 *business function information system*
- 17 A feasibility study is conducted during the system _____ stage of the **information systems development life cycle**.
- 1 investigation
 - 2 analysis
 - 3 design
 - 4 implementation
- 18 A(n) _____ **information system** enables managers to make routine decisions that control physical processes
- 1 process control
 - 2 transaction processing
 - 3 office automation
 - 4 manufacturing
- 19 A(n) _____ **information system** provides management and end-users with the information reports needed for decision-making, while _____ systems provide managers with interactive information support during the decision-making process
- 1 *informational reporting, operations information*
 - 2 *operations information, information reporting*
 - 3 *information reporting, decision support*
 - 4 *decision support, information reporting*

Question 20

In order to answer question 20, consider the following list of steps an organisation can follow when designing its structure

- a Develop organisational design
- b Design jobs and assign to employees
- c Outline task and activities
- d Define worker relationships
- e Implement a control mechanism

20 Place the steps in **designing an organisational structure** in the correct sequence

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

21 One disadvantage of _____ **departmentalisation** is that each employee reports to two supervisors, which violates the unity of command principle of organising

- 1 location
- 2 product
- 3 network
- 4 matrix

22 _____ is achieved by reducing the number of employees in various departments

- 1 Delegating
- 2 Downsizing
- 3 Delayering
- 4 Dividing work

23 **Job** _____ involves increasing the scope of an employee's job

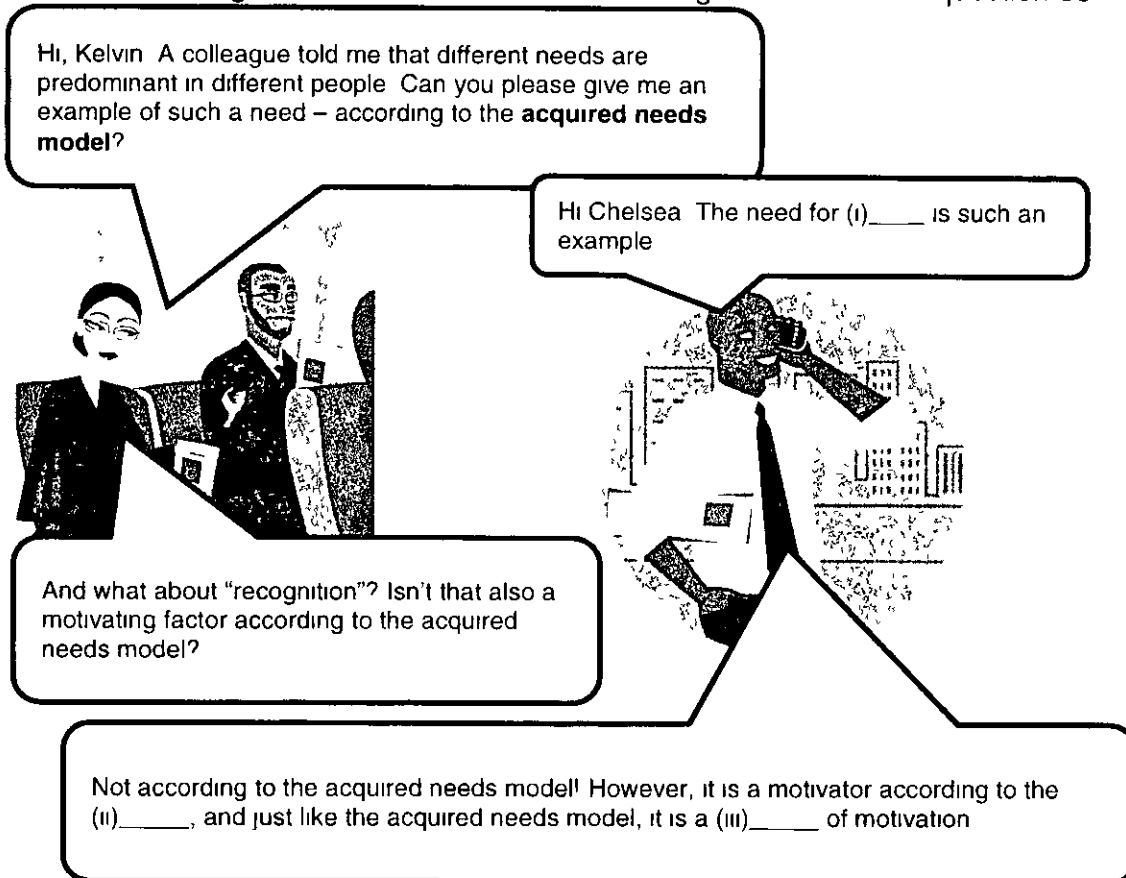
- 1 empowerment
- 2 enlargement
- 3 enrichment
- 4 rotation

- 24 **Managers** should be aware of the various individual **qualities** that can **influence the behaviour of employees**, namely, personalities, perceptions, _____, _____, _____
- 1 performance, attitude and role perception
 - 2 values, ability and opportunity
 - 3 emotions, values and attitude
 - 4 ability, motivation and attitude
- 25 One example of _____ is _____ which _____
- 1 the big five personality dimensions, agreeableness, states that such a person gets along easily with people and is generally trustworthy
 - 2 the concept of personality, locus of control, refers to an individual's level of sensitivity in expressing the behaviour of others
 - 3 the Myers-Briggs Type Indicator, Sensing(s) – Intuition (N), is a scale concerning the lifestyle of a particular individual
 - 4 Emotional intelligence, emotional alchemy, involves knowledge and understanding of one's own emotions and how they function
- 26 Which one of the following concepts is **not** related to **personality and work**?
- 1 Self-monitoring
 - 2 Self-efficacy
 - 3 Locus of control
 - 4 Self-fulfilment
- 27 The three **components of attitude** are _____, _____ and _____
- 1 behavioural, ability, affective
 - 2 affective, cognitive, evaluation
 - 3 cognitive, ability, behavioural
 - 4 cognitive, affective, behavioural
- 28 The **MARS model of individual behaviour** consists of four factors, namely, motivation, _____, _____, and _____
- 1 action, recognition, security
 - 2 ability, role perception, situational factors
 - 3 affection, recognition, self-monitoring
 - 4 action, role perception, self-efficacy

- 29 **Conformity**, as a value in **Schwartz's value circumflex**, refers to the _____
- 1 preservation and enhancement of the welfare of people with whom one is in frequent personal contact
 - 2 restraints on actions, inclinations and impulses likely to upset or harm others
 - 3 respect, commitment and acceptance of the customs and ideas that traditional culture provides
 - 4 understanding, appreciation, tolerance and protection for the welfare of all people and nature
- 30 A **transactional leader** _____
- 1 motivates his/her followers by appealing to their self-interest
 - 2 articulates a compelling vision of how the organisation can improve
 - 3 often has traits such as self-confidence, vision, unconventional behaviour and environmental sensitivity
 - 4 helps others to grow and develop and provides an opportunity for them to gain materially and emotionally
- 31 **Ancona's Leadership Framework** is based on four assumptions, namely, _____, _____, _____ and _____
- 1 sensemaking, relating, loyalty, initiating
 - 2 sensemaking, relating, visioning, inventing
 - 3 initiating; consideration, competence, consistency
 - 4 integrity, competence, consistency, loyalty
- 32 According to the **acquired needs model of motivation**, people with a strong need for achievement prefer jobs _____
- 1 where they receive regular feedback and have to take moderate risks
 - 2 that offer friendly and close interpersonal relationships
 - 3 where they can make others behave in ways they would not otherwise have behaved
 - 4 where they need to achieve in relation to a set of standards and take no risks

Question 33

Consider the following conversation between two colleagues and answer question 33



Hi, Kelvin A colleague told me that different needs are predominant in different people Can you please give me an example of such a need – according to the **acquired needs model**?

Hi Chelsea The need for (i)_____ is such an example

And what about “recognition”? Isn't that also a motivating factor according to the acquired needs model?

Not according to the acquired needs model! However, it is a motivator according to the (ii)_____, and just like the acquired needs model, it is a (iii)_____ of motivation

33 Fill in the blanks by choosing the correct option provided below

- 1 (i) achievement, (ii) two-factor theory, (iii) content theory
- 2 (i) power, (ii) expectancy theory, (iii) content theory
- 3 (i) relatedness, (ii) ERG theory, (iii) process theory
- 4 (i) affiliation, (ii) two-factor theory, (iii) process theory

34 Identify the step in the **control process** that refers to the collection of data and the reporting of real performance

- 1 Evaluating deviations
- 2 Taking corrective action
- 3 Measuring actual performance
- 4 Establishing performance standards

- 35 _____ is the third step in the **control process**
- 1 Evaluating deviations
 - 2 Taking corrective action
 - 3 Measuring actual performance
 - 4 Establishing performance standards
- 36 _____ **control** focuses on the resources an organisation obtains from its external environment
- 1 Damage
 - 2 Rework
 - 3 Concurrent
 - 4 Preliminary
- 37 _____ and _____ are examples of **inventory control**
- 1 Economic ordering quantity, materials requirement planning
 - 2 Total quality management, deviation analysis
 - 3 Just-in-time, total quality management
 - 4 Enterprise resource planning, inventory audits
- 38 Which one of the following is an example of **operational control**?
- 1 PERT
 - 2 Quality control
 - 3 Performance management
 - 4 Enterprise resource planning
- 39 If a **control system** has the characteristics of _____ and _____, it is a control system that accommodates change and is able to give a goal-oriented and precise picture of the situation
- 1 flexibility, accuracy
 - 2 timeliness, flexibility
 - 3 accuracy, unnecessary complexity
 - 4 unnecessary complexity, timeliness

40 Strategic control _____

- 1 entails a close study of the organisation's total effectiveness, productivity, management effectiveness and maturity
- 2 is concerned with the organisational processes that relate to transforming resources into products and services
- 3 is the control of the strategies that have been implemented to align the organisation's activities with its goals and objectives
- 4 entails the effectiveness of the organisation's transformation process that has been employed to achieve the overall vision of the organisation

Questions 41 to 70

Read the Pick n Pay case study that follows and then answer questions 41 to 70

Pick n Pay

Pick n Pay is the second largest retailer in Africa and its offerings include groceries, clothing and general merchandise, as well as other value-adding services to cater for its customers' expectations and evolving needs. In addition, in order to ensure a convenient and accessible shopping experience, Pick n Pay operates across multiple store formats, both franchised and owned.

The company strives to address socioeconomic challenges by supplying its customers with high quality, affordable food items, while providing substantial employment and economic opportunities across its value chain. To achieve this, Pick n Pay focuses on consumerism, which involves interpreting and satisfying customers' needs by selling quality products at competitive prices, and providing courteous service in stores that are well located and pleasing for consumers to visit.

Pick n Pay's origins

1967–1988

In 1967, Raymond Ackerman purchased the first few stores in Cape Town, with the vision to grow and expand the stores into the rest of South Africa, as well as Namibia, Botswana, Zambia, Mozambique, Mauritius, Swaziland and Lesotho. Initially, Pick n Pay focused on food retail.

In 1973, Pick n Pay entered the field of hypermarkets and in 1975, introduced its own branded clothing line called Fresh Produce.

The year 1983 marked the acquisition of a 50% interest in Boardmans, a chain of Cape-based homeware stores, and thus Pick n Pay introduced its general merchandise product line. Two years later, Pick n Pay acquired the remaining 50% of the chain. In the same year, the retailer appointed Hugh Herman as joint managing director, along with Raymond Ackerman. Eventually, as a result of its three distinct product lines and the geographical spread of its stores, Pick n Pay considered it prudent to restructure according to the product lines to simplify the management of the stores and to facilitate better decision-making across the company.

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In 1984 turnover for the year exceeded R1 billion for the first time, and two years later, the effects of the enormous expansion plans became evident as turnover in 1986 doubled to reach the R2 billion mark. Ackerman was pleased with the company's performance, its high market share and the sound market growth in general. As a result of Pick n Pay's favourable position, Ackerman set his sights on international growth and expansion, and his first venture was to enter Australia.

However, in 1987 Pick n Pay had to abandon its expansion into Australia in the face of union opposition. Pick n Pay was on the verge of opening its second hypermarket in Melbourne when the labour unions representing the plumbers united to block them from the site. Subsequently, Pick n Pay had to turn its back on this prime business opportunity.

Meanwhile, in South Africa, Pick n Pay opened its 100th store at Highgate in 1988, coinciding with a vigorous programme of new store openings throughout the country. The stage was set for Pick n Pay's entry into the 1990s, a decade that was marked by significant political and social change, mirrored by equally important changes in the company.

1990–2008

During this period, South Africa experienced enormous transformation, as did Pick n Pay. In 1996, under a new South African government led by President Nelson Mandela, Pick n Pay embarked on a change process, which brought about a dramatic change in relationships within the company and involved re-humanising its places of employment.

In order to bring about this change, the company formed a project team under the leadership of Martin Rosen, the marketing director at that time. Using the team's creativity and imagination and a series of confidential questionnaires to help refine a solution, a new initiative was born, called Vuselela (the Nguni word for rebirth or renewal), which was launched in October 1996. With the support of CEO Sean Summers, Isaac Motaung, who at the time was General Manager of Organisational Development, oversaw the Vuselela metamorphosis. Isaac's first step was to canvass employee opinion on the existing mission statement, while at the same time consulting with employees on its content. The result was an emotional affirmation of everything that Pick n Pay had stood for since its inception so many years previously.

Vuselela included three phases: the first and second phases involved revisiting the company's mission statement and its values, while the second phase also included a programme of countrywide store upgrades. The third phase concerned Pick n Pay's employees. The aim of this phase was to give employees a sense of involvement in Pick n Pay by including them in decision-making and thus encouraging their involvement in the company.

As part of the third phase, the project team reviewed all Pick n Pay's operating standards, and put minimum criteria in place to ensure an acceptable level of service, both internally and externally. Vuselela's long-term commitment to delivering excellent service through staff training has yielded great returns. Staff interviews conducted in the spirit of Vuselela revealed that some 40% of the company's hourly-paid employees were uneducated. This resulted in the company reaching a first-ever agreement with the Technikon South Africa in August 1997, to accredit and endorse some 456 training modules developed by Pick n Pay according to its needs. Pick n Pay was the first retailer to affiliate with the Technikon South Africa, with other retailers following suit in the years to come.

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At a ceremony to mark the event, Sean Summers said that the only real competitive advantage for a business lay in educating its workers. "Empowerment is not grabbing a piece of the business, but giving people opportunities and helping them to grow," he said. He added, "By empowering employees, we can also increase the scope of their respective jobs – which would make their jobs interesting, allow them to become experienced, and ultimately increase their chances of getting a promotion." The emphasis was on structured, on-the-job training, which involved appointing supervisors to mentor employees. As a result, employees were able to learn at their own pace in real-life situations. Subsequently, nearly 5 000 Pick n Pay employees graduated at ceremonies held in tertiary institutions throughout the country. At every ceremony annually, Pick n Pay made three awards, namely, the Top Performer, the Best Real-Life Problem Solver and the Best Team Leader in each course.

2009–2014

During 2009, and for the past five years since then, the company's core focus has been on strengthening its strong South African retail businesses operating under the Pick n Pay brands, while adopting a systematic approach to expanding into adjacent areas, including geographical growth through the African continent.

However, since 2010, the retailer has been experiencing pressure from the changing business environment. Pick n Pay has lost market share to Shoprite and Woolworths and is facing a barrage of criticism about its high cost base, outdated information technology systems and labour issues that have led to lacklustre performances over the past few years. In 2012, Pick n Pay reported a 34% drop in first-half profit driven by operational and cost headwinds associated with its restructuring plan, late investments in distribution centres, costs from a shopper loyalty programme, tougher competition and cautious consumer spending.

At a press conference held during this time, Pick n Pay's chief financial analyst, Gareth Ackerman, said the company was "very disappointed" with its trading results and would no doubt look back at this time as one of the most trying in the retailer's history. In addition, he noted, "We are taking the pain now, but it's necessary pain and critical that we remain focused on improving trade while bedding down the number of strategic changes in the business."

During 2012, Pick n Pay implemented an improvement strategy, which involved increasing its presence through a vigorous advertising campaign. It also has plans to add 225 stores in 18 months to its existing stores. Other improvement-related strategic changes include the restructuring of its operations, and the adoption of a more centralised business model to cut costs and improve customer experience.

In 2013 and 2014, Pick n Pay implemented a strategy to reduce costs, which involved retrenchments across the country. The retrenchment strategy entailed outsourcing the procurement function – for the first time. Accordingly, the retailer compiled a market-related retrenchment policy, and offered voluntary retrenchments to workers at its head office and regional head offices, however, it is unable to anticipate the consequences of this initiative in terms of its labour force.

In 2013, Richard Brasher, Tesco's former chief executive of UK operations, took over as CEO and Pick n Pay's future now depends on how well he can manage the transformed retailer.

[TURN OVER]

Sources

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41 Martin Rosen, as a _____ **manager**, will formulate _____ **plans**

- 1 top, functional
- 2 marketing, tactical
- 3 middle-level, operational
- 4 top, strategic

42 In gathering the opinions of employees, Isaac Motaung performed the _____ role of a manager and most likely relied on his _____ **managerial skill(s)**.

- 1 informational, teambuilding
- 2 decision-making, "drive" as a
- 3 interpersonal, technical
- 4 disseminator, interpersonal

- 43 Through the Vuselela drive, Isaac Motaung specifically focused on Pick n Pay's _____ **resources**, and performed the _____ **function/s of management**
- 1 knowledge, leading and organising
 - 2 informational, coordinating and organising
 - 3 people, motivation and leading
 - 4 people, planning and control
- 44 At a ceremony to mark Pick n Pay's agreement with the Technikon South Africa, the CEO, Sean Summers, commented on the need for an educated workforce
- In this capacity, Sean Summers acted as a _____, representing the _____ **role of a manager**
- 1 leader, interpersonal
 - 2 figurehead, interpersonal
 - 3 spokesperson, information
 - 4 liaison, information

Questions 45 to 47

Consider the following examples from Pick n Pay's management environment and answer questions 45 to 47

- a Pick n Pay is the second largest retailer in Africa and its offerings include groceries, clothing and general merchandise
 - b In 1987, Pick n Pay was forced to abandon its expansion into Australia
 - c In 1988, Pick n Pay opened its 100th store at Highgate
 - d Staff interviews conducted in the spirit of Vuselela revealed that some 40% of the company's hourly paid employees were uneducated
 - e Other retailers in this industry include Shoprite and Woolworths
 - f One of the reasons why Pick n Pay has lost market share is due to their high cost base
 - g A new government led by President Nelson Mandela implemented major transformation in South Africa
 - h One of Pick n Pay's problems was its outdated information technology systems
- 45 Which one of the examples listed above is taken from Pick n Pay's **market environment**?
- 1 a
 - 2 c
 - 3 d
 - 4 e

46 In the list above, example _____ is taken from Pick n Pay's **remote environment**, more specifically the _____ **environment**

- 1 b, cultural
- 2 c, legislative
- 3 g, political
- 4 f, ecological

47 _____ is an example in Pick n Pay's _____ **environment**

- 1 h, internal
- 2 g, market
- 3 c, external
- 4 b, remote

Questions 48 to 49

Consider the following examples taken from Pick n Pay's management environment and answer questions 48 to 49

- a Delayed investment in a central distribution centre
- b Costs pertaining to a shopper loyalty programme
- c Tougher competition
- d An educated workforce
- e Cautious consumer spending
- f Outsourcing of the procurement function

48 Which of the examples listed above represent **threats** in Pick n Pay's management environment?

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

49 Which of the examples listed above are **weaknesses** in Pick n Pay's management environment?

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

50 Pick n Pay's vigorous initiative to open new stores throughout the country is an example of a(n) _____ **plan**

- 1 operational
- 2 standing
- 3 tactical
- 4 strategic

51 Pick n Pay's supervisors, who acted as mentors for non-managerial employees, typically make _____ **plans**

- 1 intermediate
- 2 strategic
- 3 tactical
- 4 operational

52 "The company strives to address socioeconomic challenges through the supply of high-quality, affordable food for all customers, while providing significant employment and economic opportunities across its value chain "

This is an example of Pick n Pay's _____ **statement**

- 1 goal
- 2 value
- 3 vision
- 4 mission

53 "Pick n Pay focuses on consumerism, which involves interpreting and satisfying customers' needs by selling quality products at competitive prices, and providing courteous service in stores that are well located and pleasing to shop in "

This is an example of Pick n Pay's _____ **statement**

- 1 goal
- 2 value
- 3 vision
- 4 mission

54 In 1975, Pick n Pay followed a(n) _____ **growth strategy**

- 1 concentration
- 2 product
- 3 market
- 4 innovation

- 55 In 1986, Pick n Pay's holding company could classify Pick n Pay as a _____ according to the **Boston Consulting growth share matrix**
- 1 star
 - 2 question mark
 - 3 dog
 - 4 cash cow
- 56 In August 1997, Pick n Pay entered into a corporate **combination strategy**, namely, a _____
- 1 joint venture
 - 2 merger
 - 3 acquisition
 - 4 strategic alliance
- 57 Pick n Pay's improvement plan, implemented in 2012, is an example of a _____ **strategy**
- 1 harvesting
 - 2 liquidation
 - 3 turnaround
 - 4 divestiture
- 58 After 1983, Pick n Pay adopted a _____ **departmentalisation** structure
- 1 product
 - 2 functional
 - 3 networked
 - 4 customer
- 59 The managerial decision regarding retrenchments at Pick n Pay would typically be taken under **conditions of** _____, which means that managers would apply a _____ **decision-making model** and _____
- 1 certainty, rational, satisfice
 - 2 certainty; bounded rational, optimise
 - 3 uncertainty, bounded rational, satisfice
 - 4 uncertainty, rational, optimise

- 60 Pick n Pay's decision to sign an agreement with the Technikon SA in August 1997 was a _____ **decision**
- 1 programmed
 - 2 non-programmed
 - 3 routine
 - 4 structured
- 61 The **group decision-making technique** used by Pick n Pay's project team to refine a solution to Pick n Pay's re-humanisation drive was the _____ **technique**
- 1 Delphi
 - 2 nominal group decision (NGD)
 - 3 Group-decision support system (GDSS)
 - 4 probability analysis
- 62 As a managing director, Hugh Herman has _____ **authority** and _____ **power**
- 1 expert, line
 - 2 legitimate, staff
 - 3 staff, expert
 - 4 line, legitimate
- 63 In view of the challenges Pick n Pay faces, the credentials of the new CEO, Richard Brasher, seem to suggest that he is the right leader to take Pick n Pay forward Hence, he possesses _____ **power**
- 1 coercive
 - 2 reward
 - 3 expert
 - 4 formal
- 64 Through Vuselela, Martin Rosen gave employees a sense of involvement in Pick n Pay by making them part of decision-making, encouraging their participation and providing feedback
- According to the **University of Iowa's** definitions of various leadership styles, Martin Rosen is displaying a _____ **leadership style**, which is a _____ **approach to leadership**
- 1 participative, behavioural
 - 2 directive, contingency
 - 3 autocratic, contingency
 - 4 democratic, behavioural

- 65 Through Vuselela, Martin Rosen ensured Pick n Pay's long-term commitment to delivering excellent service (to customers) by training and consequently empowering its staff and making sure that employees know exactly what the retailer expects of them

According to **Blake and Mouton's leadership grid**, Martin Rosen is displaying a _____ **management leadership style**

- 1 middle-of-the-road
- 2 country club
- 3 team
- 4 impoverished

- 66 According to **John Kotter**, in his explanation of the differences between leadership and management, a leader such as Martin Rosen, copes with change by _____

- 1 setting a directive
- 2 controlling and problem solving
- 3 organising and staffing
- 4 planning and budgeting

- 67 According to **Maslow's hierarchy of needs motivation theory**, Pick n Pay's drive to educate its uneducated workers is an example of the organisation satisfying its employees' _____ needs, while the retailer's retrenchment drive will affect the employees' _____ needs

- 1 physiological; esteem
- 2 esteem, security
- 3 self-actualisation, security
- 4 self-actualisation, esteem

- 68 According to **Herzberg's two-factor motivation theory**, the awards presented to achievers during the annual graduation ceremonies at Pick n Pay is an example of _____

- 1 a hygiene factor
- 2 a motivator
- 3 satisfying esteem needs
- 4 satisfying self-actualisation needs

- 69 The **reinforcement theory of motivation** postulates that by presenting employees with achievement awards during annual ceremonies, Pick n Pay motivates its employees by using a _____ **reinforcement schedule**
- 1 continuous
 - 2 variable interval
 - 3 variable ratio
 - 4 fixed interval
- 70 By increasing the scope of jobs performed by employees who were previously uneducated, Pick n Pay focuses on the _____ **dimension of the job characteristics model**
- 1 skill variety
 - 2 job enlargement
 - 3 task identity
 - 4 job enrichment

TOTAL MARKS: 70

PART 1. (GENERAL/ALGEMEEN) DEEL 1

STUDY UNIT e.g. PSY100-X
 STUDIE-EENHEID by PSY100 X

1					
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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
 STUDENTNOMMER

6					
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7

UNIQUE PAPER NO
 UNIEKE VRAESTEL NR

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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

- GEBUIK SLEGS N HB POTLOOD OM HIERDIE BLAD TE VOLTOOI
- MERK AS VOLG
- KONTROLEER DAT U VOORLETTERS EN VAN REG INGEVUL IS
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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)
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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)
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Specimen only