



Tutorial letter 201/1/2018

Management 1A

MNG1502

Semester 1

Department of Business Management

<p>IMPORTANT INFORMATION</p> <p>This tutorial letter contains important information about the assignments and the forthcoming examination.</p>



Define tomorrow.

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1. INTRODUCTION

Dear Student

This tutorial letter contains the memorandums for Assignment 01 and 02, as well as guidelines for the examination. It is, therefore, essential that you read through it carefully so that you will know exactly what is expected of you in the examination. The examination department will send you information regarding your year mark, and the venue, date and time of the examination.

We hope that your studies are progressing according to plan and that you are already busy with your preparations for the examination. We want to use this opportunity to wish you the best of luck in your preparation for the examination as well as for writing the paper. Please do not hesitate to ask for help when you are studying for the examination. If you have any doubts, contact your e-tutor or contact us at the telephone numbers or email addresses listed below.

We really want to help you to be fully prepared for the examination so that you can give your best!

Kind regards,

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2. CALCULATION OF YOUR YEAR MARK AND FINAL MARK

Assignment 01 counts 20% of your year mark and Assignment 02 counts 80%. The year mark contributes 20% towards your final mark, and the examination mark contributes 80%.

Please note that you do **NOT** have to receive a year mark of at least 40% to gain admission to the examination, as your active participation in the learning process automatically gives you admission to the examination. However, you do **need to achieve a final mark of 50% in order to pass this module**, and a **final mark of 45% to qualify for the supplementary examination**.

If you obtain an examination mark of less than 40%, your year mark will not be considered for your final mark. This means that you will not qualify for the supplementary examination if you obtain less than 40% in the examination.

Calculation of your year mark

Example:

Assignment 01: 70%

Assignment 02: 50%

Year Mark: $(70 \times 20\%) + (50 \times 80\%)$

$$= 14 + 40$$

$$= 54\%$$

Calculation of your final mark

Example:

Year mark: 54%

Examination mark: 60%

Final Mark: $(54 \times 20\%) + (60 \times 80\%)$

$$= 10.8 + 48$$

$$= 58.8$$

$$= 59\%$$

3. THE EXAMINATION PAPER

3.1 General information

- The examination will be based on the same format as Assignment 02. You will be given a case study on which all of the questions will be based.
- The question paper will comprise of **70 multiple-choice questions** and you will need to answer all of them.
- The total mark allocation will be **70 marks**.
- You will be given 2 hours to complete the paper.

VERY IMPORTANT!

The question paper has to be answered on a mark-reading sheet. Please make sure that you bring the following items to the examination venue:

- HB pencil
- Eraser
- Pencil sharpener

3.2 Preparation for the examination

The examination paper covers all the chapters in the prescribed textbook. **You have to study everything!** All the chapters are equally important and they all form part of the whole syllabus of Management 1A.

- Study the chapters in the textbook.
- Work through your assignments again and, with the aid of the memorandums, establish where you have made mistakes.

3.3 Allocation of marks per chapter

CHAPTER	MARKS PER CHAPTER
1	12
2	12
3	12
4	12
5	11
6	11
TOTAL	70

3.4 Completing the mark reading sheet

- Please follow the instructions on how to complete your details on the mark-reading sheet.
- You will find the unique number for the examination on the cover page of the paper (next to the subject code).
- Please follow the instructions on how to indicate your answers on the mark-reading sheet.
- If you do not follow the instructions, the system will reject your mark-reading sheet and your answers will **NOT** be marked.

3.5 Answering the paper

- On receiving your examination paper, check that you have received a complete copy.
- Make sure that you have received the right examination paper. Your module code is **MNG1502**, and the name of the module is **Management 1A**. We cannot assist you if you have written the incorrect paper!
- Read through the instructions on the examination paper carefully and do only what you are instructed to do.
- Read the case study before you answer the questions.
- Read each question carefully – make sure that you understand what the question is about.

3.6 Previous examination papers

Examples of previous examination papers are available on myUnisa to assist you with your examination preparation. Please note that a new examination paper is set for each examination and, therefore, **you CANNOT only focus on the past papers**. Please also note that we, as the lecturers, **CANNOT provide you with the memorandums of the past papers**.

3.7 Examination details

Please contact the **Examinations Department, and NOT the lecturers**, for information regarding your year mark, the date and time of the examination, and the venue where you will write. This information can also be viewed on myUnisa.

VERY IMPORTANT!

It is **YOUR** responsibility to check myUnisa for your examination dates and information. The lecturers cannot provide you with your examination dates, times or venues. Please note that the lecturers cannot change the examination dates and are unable to provide you with an alternative date should you not be able to write on the date provided. Your examination timetable should be sent to you via email and is available on myUnisa.

To view your examination timetable on myUnisa follow the steps below:

1. Log in to myUnisa using your student number and password.
2. Click on the black "My Admin" tab found at the top of the screen.
3. Click on the "Examination Timetable" link on the left hand side.
4. Type/select the year and examination period, and select "not applicable" for Practicals.
5. Click on "display".

4. FEEDBACK ON ASSIGNMENTS

Please note that you do not receive your mark-reading sheets back. The page numbers are based on the 3rd edition of your prescribed textbook: *Focus on Management Principles* a generic approach.

4.1 Memorandum for Assignment 01

QUESTION 1

Which classical approach to management grew out of the need to find guidelines for managing complex organisations?

- 1 **Administrative management**
- 2 Bureaucracy
- 3 Scientific management
- 4 Quantitative management

The correct answer is option 1.

Please refer to page 8 of your textbook. Administrative management grew out of the need to find guidelines for managing complex organisations.

QUESTION 2

To which organisational learning disability does the following statement refer?

“People often tend to spend their time fighting for turf and trying to avoid anything that will place them in a poor light. To keep up this image, they seek to suppress disagreement; decisions become compromises and are seldom challenged. This leads to skill incompetence.”

- 1 The delusion of learning from experience
- 2 I am my position
- 3 The illusion of taking charge
- 4 **The myth of teamwork**

The correct answer is option 4.

Please refer to page 13 of your textbook. *The myth of teamwork*: People within teams often tend to spend their time fighting for turf, trying to avoid anything that will place them in a poor light. To keep up their image, they seek to suppress disagreement; decisions become compromises and are seldom challenged. This leads to skill incompetence – teams full of people who are incredibly proficient at keeping themselves from learning.

QUESTION 3

In which market are goods and services purchased and used to manufacture products or provide services for end-consumers?

- 1 Consumer market
- 2 Industrial market**
- 3 Resale market
- 4 Government market

The correct answer is option 2.

Please refer to page 20 of your textbook. In the industrial market, goods and services are purchased and used for manufacturing products or providing services to end consumers.

QUESTION 4

The influence that authorities are able to exert on an organisation by means of legislation and regulations, refer to the _____ environment, which is part of an organisation's _____ environment.

- 1 political; market
- 2 political; macro**
- 3 international; market
- 4 international; macro

The correct answer is option 2.

Please refer to page 26 of your textbook. The political and statutory variables in the macro environment are linked to the influence that authorities are able to exert on the organisation by means of legislation and regulations.

QUESTION 5

The process in which possible alternatives are weighed against one another and the best one is chosen, is referred to as which additional management task?

- 1 Communicating
- 2 Motivating
- 3 Decision-making**
- 4 Co-ordinating

The correct answer is option 3.

Please refer to page 33 of your textbook. Decision-making is the process in which possible alternatives are weighed against one another and the best one is chosen.

QUESTION 6

The explanation or defence that a person must give for a task that has been carried out, is known as _____.

- 1 **accountability**
- 2 responsibility
- 3 authority
- 4 delegation

The correct answer is option 1.

Please refer to page 38 of your textbook. Accountability refers to the account, defence or explanation that a person must give for a task that has been carried out.

QUESTION 7

Which principle of organising refers to the number of people who directly report to one manager?

- 1 Unity of command
- 2 The chain principle
- 3 **Span of control**
- 4 Departmentalisation

The correct answer is option 3.

Please refer to page 39 of your textbook. Span of controlling is the number of people who directly report to one manager.

QUESTION 8

According to the Operant Conditioning Theory, which tool is used when a manager ignores dysfunctional behaviours by eliminating that which is causing those behaviours?

- 1 Positive reinforcement
- 2 Negative reinforcement
- 3 Punishment
- 4 **Extinction**

The correct answer is option 4.

Please refer to page 43 of your textbook. Extinction is not to reinforce or to ignore dysfunctional behaviours by eliminating what is causing these behaviours.

QUESTION 9

When a manager's power is derived from his or her knowledge or professional ability, it is referred to as _____ power.

- 1 legitimate
- 2 expert**
- 3 referent
- 4 reward

The correct answer is option 2.

Please refer to page 52 of your textbook. Expert power is derived from expertise, knowledge, or professional ability.

QUESTION 10

Which one of the following statements best describes a country-club management style?

- 1 Managers who adopt this style of management place great emphasis on the happiness and satisfaction of their staff.**
- 2 These managers simply allow everything and everyone around them to go their own way.
- 3 These managers follow the golden mean – for them, both the people and the task are reasonably important.
- 4 Managers who follow this style believe that the work must be done at all costs, even if this means placing great pressure on employees.

The correct answer is option 1.

Please refer to page 57 of your textbook. Managers who adopt the country-club management style place great emphasis on the happiness and satisfaction of their staff.

QUESTION 11

According to Belbin's team roles, which role provides the connection with the outside world, and is most likely to seek ideas and expand associations with other units and businesses?

- 1 The Team Worker
- 2 The Completer
- 3 The Monitor Evaluator
- 4 The Resource Investigator**

The correct answer is option 4.

Please refer to page 68 of your textbook. The Resource Investigator provides the connection with the outside world, since he or she is the one most likely to seek ideas and expand associations with other units and businesses.

QUESTION 12

The flow of information between colleagues to ensure co-ordination within a department, or between different departments, is referred to as _____ communication.

- 1 upward
- 2 downward
- 3 horizontal**
- 4 vertical

The correct answer is option 3.

Please refer to page 81 of your textbook. Horizontal communication refers to the flow of information between colleagues and peers. It is needed to ensure co-ordination within a department and among different departments.

QUESTION 13

The need for achievement and recognition by an employee refers to a/an _____ need according to Maslow's hierarchy, as well as a _____ factor according to Herzberg's two-factor theory.

- 1 esteem; motivating**
- 2 esteem; hygiene
- 3 self-actualisation; motivating
- 4 self-actualisation; hygiene

The correct answer is option 1.

Please refer to pages 84 and 85 of your textbook. Esteem needs, according to Maslow, refer to internal factors such as self-respect, autonomy and achievement, and external factors such as status, recognition and attention. According to Herzberg, motivating factors include achievement, recognition, responsibility, advancement and growth.

QUESTION 14

Which school of thought on handling conflict believes that conflict should be encouraged as it has a positive effect and is important for effective performance?

- 1 The traditional school of thought
- 2 The interactionist school of thought**
- 3 The human-relations school of thought
- 4 The behavioural school of thought

The correct answer is option 2.

Please refer to page 90 of your textbook. The interactionist approach to conflict encourages conflict. Supporters of this view believe that conflict has a positive effect and is important for effective performance.

QUESTION 15

Taboos and specific ceremonies form part of which building block of organisational culture?

- 1 Symbols
- 2 Norms
- 3 Assumptions
- 4 Practices**

The correct answer is option 4.

Please refer to page 103 of your textbook. Shared practices within an organisation include taboos and specific ceremonies.

QUESTION 16

Which one of the following is a secondary dimension of diversity?

- 1 Age
- 2 Sexual orientation
- 3 Physical ability
- 4 Religious beliefs**

The correct answer is option 4.

Please refer to page 111 of your textbook. Secondary dimensions of diversity include education, geographical location, income, marital status, military experience, parental status, religious beliefs, and work background.

QUESTION 17

Which one of the following statements best describes the economic responsibilities of an organisation when measuring their corporate social responsibility?

- 1 **The organisation must try to maximise profitability as long as it stays within the ambit of the law.**
- 2 Organisations must obey the laws of the country and adhere to the ground rules as set out by the organisation itself.
- 3 The organisation should be careful of unethical behaviour, especially where decisions taken by management will impact negatively on other people.
- 4 These responsibilities are instituted on a voluntary basis to improve society in general.

The correct answer is option 1.

Please refer to page 121 of your textbook. The economic responsibility of the organisation is the foundation of any capitalist organisation – the organisation must try to maximise profitability as long as it stays within the ambit of the law.

QUESTION 18

Negative organisational politics involves either protecting or promoting self-interest through a number of actions. Which action involves drawing attention to successes, even successes for which the employee is not responsible?

- 1 Blaming or attacking others
- 2 **Creating a favourable image**
- 3 Developing a support base
- 4 Misusing information

The correct answer is option 2.

Please refer to page 126 of your textbook. Creating a favourable image involves drawing attention to successes, even success for which the employee is not responsible.

QUESTION 19

With which change style are employees told about the change and why it is necessary?

- 1 Collaborative style
- 2 Consultative style
- 3 **Directive style**
- 4 Coercive style

The correct answer is option 3.

Please refer to page 130 of your textbook. With the directive style, the employees are told about the change and why it is necessary.

QUESTION 20

Which one of the following statements best describes the self-interest reason for resisting change?

- 1 Employees are often uncertain about having the necessary skills for the change.
- 2 Employees are often comfortable with the current state of affairs and do not want to change it.
- 3 Employees fear personal loss, such as an increase in workload or loss of power and prestige.**
- 4 Employees may fear that they will lose their jobs as part of the change.

The correct answer is option 3.

Please refer to page 131 of your textbook. The self-interest reason for change refers to the fear of personal loss, such as an increase in an employee's workload or loss of power and prestige.

4.2 Memorandum for Assignment 02

QUESTION 1

Henry Fayol formulated a number of principles for effective management. Which one of the following is **NOT** one such principle?

- 1 Division of work
- 2 Unity of direction
- 3 Esprit de corps
- 4 **Commanding**

The correct answer is option 4.

Please refer to pages 8 and 9 of your textbook. The fourteen principles are: division of work, authority and responsibility, discipline, unity of command, unity of direction, subordination of individual interests to general interests, remuneration of personnel, centralisation, scalar chain, order, equity, stability or tenure of personnel, initiative, and esprit de corps.

QUESTION 2

Which contemporary approach to management does Lesedi follow?

- 1 **Systems theory**
- 2 Contingency theory
- 3 Quantitative management
- 4 Bureaucracy

The correct answer is option 1.

Please refer to page 11 of your textbook. The systems approach to management characterises an organisation as a group of interrelated parts with a single purpose – to remain in equilibrium. Therefore, management should maintain a balance between the various parts of the organisation and the environment in which the organisation operates.

QUESTION 3

Which “learning disability” does Dylan have which could prevent Luna Dreams from becoming a learning organisation?

- 1 I am my position
- 2 The illusion of taking charge
- 3 **I hit him because he took my ball**
- 4 The enemy is out there

The correct answer is option 3.

Please refer to page 13 of your textbook. *"I hit him because he took my ball"* - We are conditioned to see life as a series of events and for every event there is one obvious cause.

QUESTION 4

Which organisational function does Dylan manage?

- 1 Marketing management
- 2 Operations management
- 3 Information management
- 4 Purchasing management

The correct answer is option 4.

Please refer to page 17 of your textbook. The purchasing function deals with the procurement of all the resources that enable an organisation to achieve its objectives. It involves, but is not limited to, determining purchasing needs, establishing alternative suppliers, and the negotiation of agreements with the suppliers.

QUESTION 5

The staff members are part of the _____ environment of Luna Dreams.

- 1 task
- 2 **micro**
- 3 market
- 4 macro

The correct answer is option 2.

Please refer to page 17 of your textbook. The micro environment is defined as the sum total of all the factors and variables that are found internally in the organisation. It includes the organisational functions, the vision and mission of the organisation, and the employees of the organisation.

QUESTION 6

Luna Dreams primarily serves the _____ market.

- 1 **consumer**
- 2 industrial
- 3 resale
- 4 international

The correct answer is option 1.

Please refer to page 20 of your textbook. The consumer market consists of the end-consumers who carry out transactions to buy and consume items.

QUESTION 7

Luna Dreams is successful because many of their brides work full time and do not have the time to shop at different stores for all their wedding needs. This refers to the influence of the _____ environment, which is part of the larger _____ environment.

- 1 social; market
- 2 social; macro**
- 3 consumer; market
- 4 consumer; macro

The correct answer is option 2.

Please refer to pages 24 and 25 of your textbook. The social environment is linked to the demographics of the market and the social and cultural aspects that may influence the market. This includes the changing roles of women, changing lifestyles and lack of time among others.

QUESTION 8

The conscious attempt by Lucille and Fynn to link all the related activities and tasks of Luna Dreams to one another, is referred to as which additional task of management?

- 1 Decision-making
- 2 Communicating
- 3 Co-ordinating**
- 4 Delegating

The correct answer is option 3.

Please refer to page 34 of your textbook. Co-ordinating refers to the conscious attempt of linking all the related activities and tasks to one another.

QUESTION 9

Lesedi, Dylan and Bronwyn, as middle managers, would develop the _____ objectives of Luna Dreams.

- 1 **tactical**
- 2 strategic
- 3 operational
- 4 pre-meditated

The correct answer is option 1.

Please refer to page 35 of your textbook. The senior or middle manager needs to develop tactical objectives that are in line with the strategic goals of the organisation.

QUESTION 10

When Esther and Keegan were appointed, they were given authority in their various sections. Authority is defined as the _____.

- 1 duty of a person to carry out a task as well as possible
- 2 process whereby a task is transferred from one management level to the next level of management
- 3 account, explanation or defence that a person must give for a task that has been carried out
- 4 **right to take decisions and to act**

The correct answer is option 4.

Please refer to page 38 of your textbook. Authority is defined as the right to take decisions and to act.

QUESTION 11

The integration between the finance department and the stationery department to achieve the goals of Luna Dreams, refers to which principle of organising?

- 1 Specialisation
- 2 **Co-ordination**
- 3 Departmentalisation
- 4 Delegation

The correct answer is option 2.

Please refer to page 39 of your textbook. Co-ordination integrates the departments, divisions and sections to achieve the goals and objectives of the organisation.

QUESTION 12

One of the policies of Luna Dreams is that employees have to be at work by 08h00 in the morning. Any employee who is late without a valid reason will receive a written warning for the first two offences and will face a disciplinary hearing thereafter. Which tool of the Operant Conditioning Theory is being described in this scenario?

- 1 Positive reinforcement
- 2 Negative reinforcement
- 3 Punishment**
- 4 Extinction

The correct answer is option 3.

Please refer to page 43 of your textbook. Punishment is the applying of a negative or undesired consequence when a staff member displays dysfunctional behaviour.

QUESTION 13

Which one of the following scenarios would best describe the last step in the control process?

- 1 As the secretary, Megan should be able to type 50 words per minute without making a mistake.
- 2 The performance standards of Luna Dreams are clearly communicated to Megan.
- 3 Megan is sent on a typing course to improve her knowledge, skill and accurateness.**
- 4 Megan can type 60 words a minute, but makes a number of spelling mistakes.

The correct answer is option 3.

Please refer to page 45 of your textbook. The final step in the control process is to take corrective steps if any deviations from the set standards occurred. This means that the performance must be changed, or the set standards must be changed.

QUESTION 14

As a qualified graphics designer, Fynn would have _____ power.

- 1 **expert**
- 2 referent
- 3 legitimate
- 4 reward

The correct answer is option 1.

Please refer to page 52 of your textbook. Expert power is derived from expertise, knowledge or professional ability.

QUESTION 15

What type of manager is Lucille?

- 1 Laissez-Faire manager
- 2 Country-club manager
- 3 Middle-of-the-road manager
- 4 **Autocratic manager**

The correct answer is option 4.

Please refer to page 56 of your textbook. Autocratic managers believe that the work must be done at all costs, even if this means placing great pressure on employees.

QUESTION 16

Which one of the following statements is correct for Megan's phase in Hersey and Blanchard's life cycle theory?

- 1 Megan is unable to accept full responsibility, but will receive less support from Lucille and Fynn.
- 2 **A task orientated approach is desirable as Megan must receive instructions about her tasks from Lucille and Fynn.**
- 3 Megan is independent, gains further experience, and takes the lead in tasks more often.
- 4 Megan strives for greater responsibility and emphasis is placed on the relationship between Lucille, Fynn and Megan.

The correct answer is option 2.

Please refer to page 58 of your textbook. Phase one is when the employee first joins the organisation. During this period, a task orientated approach is desirable. The employee must receive instructions about his/her task so that he or she can become acquainted with the general rules and procedures of the organisation.

QUESTION 17

Fynn, Esther and Keegan form the design team of Luna Dreams. Which one of the following is **NOT** a characteristic of a team?

- 1 There is mutual and individual accountability in the team.
- 2 The team is not inhibited by organisational boundaries.
- 3 The members share the leadership roles.
- 4 **The performance goals are set by upper management.**

The correct answer is option 4.

Please refer to page 65 of your textbook. In a team, the team members set their performance goals. In a group, the performance goals are set by other people.

QUESTION 18

The design team of Luna Dreams is committed to the mission of the team and dedicated to achieving the goals of the team. The design team is in the _____ stage of team development.

- 1 forming
- 2 norming
- 3 **performing**
- 4 storming

The correct answer is option 3.

Please refer to page 66 of your textbook. In the performing stage, team members are committed to the mission of the team and dedicated to accomplishing the goals of the team.

QUESTION 19

Who fulfils the team role of the “Plant” in Luna Dreams?

- 1 **Fynn**
- 2 Lucille
- 3 Bronwyn
- 4 Lesedi

The correct answer is option 1.

Please refer to pages 67 and 68 of your textbook. The Plant is the ideas person, someone who can take a team out of a state of dull unevenness into new realms of performance. The main activity of the Plant is to energise new ideas, provide new approaches and formulate new ways of doing things. The Plant has a highly creative mind and likes to search for new ways of doing things.

QUESTION 20

Which employee fulfils the “Completer” team role in Luna Dreams?

- 1 Fynn
- 2 Lucille
- 3 Bronwyn
- 4 Lesedi

The correct answer is option 3.

Please refer to page 68 of your textbook. The Completer is one of life’s naggers. The Completer can be annoying to team members and often turns up and harasses members for work to be completed. He or she constantly meets deadlines and ensures that others do so too.

QUESTION 21

Staff meetings take place on a regular basis, which allows staff members to raise their concerns to, or discuss issues with, their line managers. When this happens, what type of communication has taken place?

- 1 Downward communication
- 2 **Upward communication**
- 3 Horizontal communication
- 4 Informal communication

The correct answer is option 2.

Please refer to page 81 of your textbook. Upward communication is used when employees send messages to their line managers. Managers get to know what is happening in the organisation and employees get to discuss issues with their managers.

QUESTION 22

When Keegan and Esther discuss the latest invitation order, what type of communication has taken place?

- 1 Downward communication
- 2 Upward communication
- 3 Horizontal communication**
- 4 Informal communication

The correct answer is option 3.

Please refer to page 81 of your textbook. Horizontal communication is the flow of information between colleagues and their peers. It is formal communication, but it does not follow the chain of command. It is needed to ensure co-ordination within a department and among different departments.

QUESTION 23

When Keegan was promoted, his need for status, recognition and achievement was fulfilled. According to Maslow's theory, which of Keegan's needs is now satisfied?

- 1 Esteem needs**
- 2 Self-actualisation needs
- 3 Physiological needs
- 4 Social needs

The correct answer is option 1.

Please refer to page 84 of your textbook. Esteem needs refer to internal factors of esteem such as self-respect, autonomy and achievement, as well as external factors of esteem such as status, recognition and attention.

QUESTION 24

Esther is happy that she now gets a higher salary, but is even happier for the responsibility she now has and the work she now gets to do on a daily basis. Esther's salary is an example of a/an _____ factor, while her responsibility and the work itself are examples of _____ factors, according to Herzberg's theory.

- 1 hygiene; motivating**
- 2 motivating; hygiene
- 3 achievement; influencing
- 4 influencing; achievement

The correct answer is option 1.

Please refer to pages 85 and 86 of your textbook. Hygiene factors include company policy and administration, supervision, salary, status, as well as working conditions. Motivating factors include achievement, recognition, the work itself, responsibility, advancement, and growth.

QUESTION 25

When it comes to analysing and addressing the conflict in the stationery department, Fynn believes in the _____ school of thought.

- 1 traditional
- 2 interactionist
- 3 constructive
- 4 behavioural**

The correct answer is option 4.

Please refer to page 90 of your textbook. The human relations or behavioural school of thought holds that conflict is a natural and inevitable outcome in any group and that it is part of human behaviour.

QUESTION 26

Which school of thought does Lucille follow when it comes to the conflict in the stationery department?

- 1 Traditional school of thought
- 2 Interactionist school of thought**
- 3 Constructive school of thought
- 4 Behavioural school of thought

The correct answer is option 2.

Please refer to page 90 of your textbook. The interactionist approach encourages conflict. This is done on the grounds that a harmonious, peaceful, tranquil and co-operative group is likely to become static, disinterested, and non-responsive to needs and innovation. In other words, supporters of this view of conflict believe that conflict has a positive effect and is important for effective performance.

QUESTION 27

A conflict of interest has occurred between Kyle and Keegan. Which specific issue is this conflict over?

- 1 Substantive issues
- 2 Psychological issues
- 3 Information issues
- 4 **Procedural issues**

The correct answer is option 4

Please refer to page 93 of your textbook. A conflict of interest over procedural issues occurs when there is disagreement over the manner in which something needs to be done.

QUESTION 28

When Megan joined Luna Dreams, she had to attend an orientation session with Lucille and Fynn. Which building block of organisational culture is described in this scenario?

- 1 Symbols
- 2 Language
- 3 **Socialisation**
- 4 Practices

The correct answer is option 3.

Please refer to page 102 of your textbook. Socialisation is defined as the process whereby the worker is guided to understand, to accept and to adjust to the values and norms of the organisation. Examples could include orientation and induction processes for new employees, or the use of mentors, role models, or coaching by senior members of staff.

QUESTION 29

What type of organisational culture is present in Luna Dreams?

- 1 **The clan culture**
- 2 The market culture
- 3 The bureaucratic culture
- 4 The entrepreneurial culture

The correct answer is option 1.

Please refer to page 104 of your textbook. A clan culture can be described as a family-type or tribal-type of organisational environment that focuses on consensus-building and unity regarding the objectives and values of the organisation.

QUESTION 30

Lucille's events management background is an example of the _____ dimension of diversity.

- 1 primary
- 2 secondary**
- 3 external
- 4 internal

The correct answer is option 2.

Please refer to page 111 of your textbook. Secondary dimensions of diversity are acquired by the worker and are open to change.

QUESTION 31

The spectrum of ethics as it applies to the managers of Luna Dreams comprises three standards. Under which standard would business ethics come into play?

- 1 Legal standard
- 2 Personal standard
- 3 Social standard**
- 4 Governance standard

The correct answer is option 3.

Please refer to page 114 of your textbook. In the middle of the spectrum lies the middle ground, or social standards, where business ethics comes into play.

QUESTION 32

Which one of the following is an example of a secondary stakeholder in Luna Dreams?

- 1 Megan, the secretary
- 2 The brides-to-be in Pretoria
- 3 The supplier of fresh flowers
- 4 The local SPCA**

The correct answer is option 4.

Please refer to page 120 of your textbook. The secondary stakeholders include the government, special interest groups, or broader community at large. Options 1, 2 and 3 are examples of primary stakeholders.

QUESTION 33

The involvement in the local charity organisations, such as the SPCA or children's home, refers to the _____ responsibility of Luna Dreams.

- 1 economic
- 2 ethical
- 3 legal
- 4 discretionary**

The correct answer is option 4.

Please refer to page 122 of your textbook. The discretionary responsibilities of an organisation are not driven by a specific stakeholder. They are not a result of economic pressure, the laws of a country or ethical considerations. They are instituted on a voluntary basis to improve society in general.

QUESTION 34

When Madison was approached regarding the petty cash, she reacted by blaming Tony. Which action of organisational politics was described in this scenario?

- 1 Misusing information
- 2 Finding a scapegoat**
- 3 Creating a favourable image
- 4 Developing a support base

The correct answer is option 2.

Please refer to page 126 of your textbook. Blaming or attacking others refers to finding a scapegoat when something goes wrong.

QUESTION 35

Which one of the following is **NOT** a benefit that positive organisational politics brings for the employees of Luna Dreams?

- 1 **Ingratiation**
- 2 Networking
- 3 Speculation
- 4 Career development

The correct answer is option 1.

Please refer to page 127 of your textbook. The benefits of positive organisational politics include networking, speculation, and career development.

QUESTION 36

When Lucille and Fynn decided to start the in-house stationery division, they had to conduct a SWOT analysis to determine the viability of the division. During which phase in the change process would Lucille and Fynn have conducted the SWOT analysis?

- 1 **Recognise the need for change**
- 2 Unfreeze
- 3 Change
- 4 Refreeze

The correct answer is option 1.

Please refer to page 129 of your textbook. In phase one (recognise the need for change), management must do a SWOT analysis to identify strengths, weaknesses, opportunities, and threats.

QUESTION 37

Lucille and Fynn used logical arguments, research reports and financial statements to convince the employees of the need for the in-house stationery division. Which influencing tactic was used by Lucille and Fynn to prepare the employees for the change?

- 1 Inspirational appeal
- 2 **Rational persuasion**
- 3 Consultation
- 4 Exchange

The correct answer is option 2.

Please refer to page 129 of your textbook. Rational persuasion refers to the use of logical arguments and factual evidence to prepare the employees for change.

QUESTION 38

Lucille and Fynn told their employees about the new in-house stationery division and why this change was necessary. Which change style was used by Lucille and Fynn?

- 1 Collaborative style
- 2 Consultative style
- 3 Directive style**
- 4 Coercive style

The correct answer is option 3.

Please refer to page 130 of your textbook. With the directive change style, the employees are told about the change and why it is necessary.

QUESTION 39

The design team of Luna Dreams were initially reluctant to accept the proposed in-house stationery division as they felt that they did not have the necessary skills to perform the tasks effectively. Which reason for resisting change was experienced by the employees?

- 1 Fear of the unknown
- 2 A lack of confidence**
- 3 Lack of role models
- 4 Security and tradition

The correct answer is option 2.

Please refer to page 131 of your textbook. Employees are often uncertain about having the necessary skills for the change. This refers to the lack of confidence reason for resisting change.

QUESTION 40

Which one of the following statements is **NOT** true regarding the laws governing HIV/AIDS in the workplace?

- 1 An employer may not force an employee or applicant to undergo an HIV test.
- 2 The dismissal of an employee due to that employee's HIV/AIDS status is considered to be automatically unfair.
- 3 HIV-positive employees may not be treated differently to those employees who are not HIV-positive.
- 4 **Employees are compelled to disclose their HIV/AIDS status to their employers**

The correct answer is option 4.

Please refer to page 137 of your textbook. Employees are not legally required to disclose their HIV status to their employer or fellow employees.

5. CONCLUSION

We hope this tutorial letter provides you with a better understanding of the module. You are more than welcome to contact your e-tutor or your lecturers should you have any other academic questions concerning the examination paper or the assignments.

We wish you success in your studies and the best of luck for the upcoming examination!

Kind regards,

Rachelle Reeler and Andreas de Beer

Your MNG1502 Lecturers

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