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MNG2602

MAY/JUNE 2017 MEI/JUNIE 2017

CONTEMPORARY MANAGEMENT ISSUES HEDENDAAGSE BESTUURSKWESSIES

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VIR GEBRUIK DEUR EKSAMENOPSIENER

Number of paper / Vraestelnommer

Date of examination / Datum van eksamen

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CONTEMPORARY MANAGEMENT ISSUES HEDENDAAGSE BESTUURSKWESSIES

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SECTION A: MULTIPLE-CHOICE QUESTIONS

[40 MARKS]

Answer the following multiple-choice questions on the mark-reading sheet provided Copy your answers to these questions into the table on page 15 to ensure that there is a record of your answers should the mark-reading sheet get lost

- 1 Which one of the following statements regarding the roles and expectations of workers in the Knowledge Era is false?
 - 1 Jobs require workers to have a much higher level of technical skill
 - 2 Workers need to depend on facts and focus on procedures
 - 3 Permanent workers are replaced with temporary workers
 - 4 Workers actually own the means of production

Questions 2 and 3

Match the appropriate feature of a "new" organisation in Column B to the management challenge described in Column A

	Column A Management challenge		Column B Feature of a "new" organisation
2	Fewer opportunities for promotion	1	Flexibility
3	Multitasking	2	Networked
		3	Flatter and leaner
		4	Workforce diversity

4	During	step	five	ın	Kotter's	eight-step	process	for	successful	change
	manage	ers sho	ould							

- 1 plan and create visible performance improvements
- 2 develop strategies to make the vision a reality
- 3 empower those who want to embrace change
- 4 stress the need for change



MNG2602

(475445)

May/June 2017

Contemporary Management Issues

Duration

2 Hours

70 Marks

EXAMINERS FIRST SECOND

MRS L CRONJE

Closed book examination

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The use of a calculator is not permissible

This fill-in examination paper consists of **24 pages**, including two "additional space" pages (pp 21–22), two pages for rough work (pp 23–24), and instructions for the completion of a mark-reading sheet

This is a fill-in examination paper. The completed paper as well as the mark-reading sheet must be submitted at the end of the examination session.

INSTRUCTIONS

This examination paper consists of two sections

Section A: 40 multiple-choice questions, worth 1 mark each, which you must answer on the mark-reading sheet

Section B: Five written questions worth 30 marks in total, which you must answer in the space provided in this fill-in examination paper

Please ensure that you have filled in the following information on the mark-reading sheet:

- your student number
- the module code MNG2602
- the unique number of the examination paper 475445

Important: Copy your answers for Section A into the table provided on page 15 of this examination paper to ensure that there is a record of your answers should the mark-reading sheet get lost.

Questions 5 and 6

Consider	the	following	methods	managers	can	use	to	overcome	resistance	to
change, a	and a	answer qu	estions 5	and 6						

a b		nipulation and co-optation ication and communication
С		potiation and agreement
d	-	ilitation and support
e		ticipation and involvement
f		plicit and implicit coercion
5	Wh effe	en resistance to change is caused by fear and anxiety, can be arective way to overcome this resistance
	1	b
	2	d
	3	е
	4	f
6	ımp	method that involves giving an individual or leader a role in the lementation of a change initiative, not to obtain the participation of the vidual but to secure his/her endorsement of the initiative, is
	1	a
	2	С
	3	d
	4	f
7	The cha	"new broom" effect refers to which is an force of nge
	1	social forces, external
	2	power and politics, internal
	3	changes in top management, internal
	4	pressure from stakeholders to grow, external

8	Managers initiate and implement change when preparing for changes in the organisation's environment
	 planned punctuated incremental revolutionary
9	Quinn and McGrath (1985) identify four types of culture , namely the, and hierarchy culture
	 power, process, logic market, adhocracy, clan person, authority, passive role, aggressive, constructive
10	The culture, as categorised by Trompenaars and Prud'homme (2004), is typified by low risk and slow feedback on actions and decisions
	 role person market process
11	A(n) strategy will be appropriate to manage organisational conflict in a situation where a high level of willingness to focus on others, and a low degree of assertiveness are present
	 1 avoidance 2 collaboration 3 compromise 4 accommodation

12	The influence tactic is applied when an inchange humour or flattery before making a request to another in	
	1 ingratiation	
	2 exchange	
	3 pressure	
	4 coalition	
13	Which one of the following influence tactics involves support of others as an argument to convince the recip	
	1 Inspirational appeals	
	2 Rational persuasion	
	3 Ingratiation	
	4 Coalition	
14	Max Weber identified three types of authority, name and	ly charismatic, traditional
	1 bureaucratic	
	2 legitimate	
	3 Informal	
	4 referent	
15	Which one of the following options indicates sources (conflict?	or causes) of intergroup
	Communication breakdowns and role incompatibil	litv
	2 Environmental stressors and jurisdictional ambigu	
	3 Task interdependence and power and status differ	
	and power and power and stains miner	rences

Question 16

Consider the following steps that occur in the second and **final phase** of the **negotiation process** and answer question 16

- a Allow the other party to make the first offer
- b Focus on the issues, not the individuals
- c Do not rush into the agreement
- d Make sense of the other party's needs

16	Place the steps in the negotiation phase listed above in the correct sequential
	order

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

17	The strategic analy	sis phase	e of the stra	ıteg	lic mar	nageme	ent pro	ces	s has	three
	steps	requires	managers	to	think	about	ways	to	carry	their
	organisation into the	future								

- 1 Developing a vision
- 2 Analysing the environment
- 3 Formulating a mission statement
- 4 Identifying key performance areas

18		IS	an	integration	model	of	how	the	organisation	conducts	ıts
	business										

- 1 Strategic leadership
- 2 The mission statement
- 3 An environmental analysis
- 4 Organisational architecture

Questions 19 to 20

Match the appropriate description in Column B to a quadrant of the Boston Consulting Group growth/share matrix in Column A

	Column A Quadrant of the matrix	Į.	Column B stion of quadrant
19	Stars		usiness units with a high re and a low market
20	Cash cows		usiness units with a high re and a high market
		relative mar	Isiness units with a low ket share and a high ket growth rate
			isiness units with a low re and a low market

21		he stage of group and team development members become e assertive and opinionated
	1 2 3 4	forming norming storming performing
20	_	periorning

- 22 The group behaviour model depicts five variables that _____
 - 1 influence the development and effectiveness of work groups in organisations
 - 2 group members need to overcome in order to function as a cohesive unit
 - 3 represent the stages of the development of groups
 - 4 predict the performance of individuals in groups

23 A variable that defines group structure is _____

- 1 performance management
- 2 group decision-making
- 3 personnel selection
- 4 leadership

24 Which one of the following is not a condition for an effective team?

- 1 Widespread acceptance and commitment are critical to the successful implementation of a response to a situation
- The problem is relatively complex, uncertain and holds the potential for conflict
- 3 The problem and its solution have important organisational consequences
- 4 There are tight and immediate deadlines

Questions 25 to 40

Read the following Shoprite Holdings Ltd case study and answer questions to 25 to 40

SHOPRITE HOLDINGS LTD

Milestones between 1984 and 2010

Shoprite Holdings was established in the Western Cape, in 1979, with the purchase of eight supermarkets. In 1984, Shoprite sped up its growth tremendously by buying another six supermarkets from Ackermans. In 1986, Shoprite Holdings was listed on the Johannesburg Stock Exchange (JSE) with a market capitalisation of R29 million. It then owned 33 outlets

In 1990, Shoprite opened in Namibia Within the four years of listing on the JSE, Shoprite increased its outlets four-fold by acquiring Grand Bazaars. In 1991, it grew almost six-fold when purchasing the national Checkers chain of fast-moving consumer goods retailers. By March 1995, the Group was able to open its first store in Central Africa – Shoprite in Lusaka, Zambia. In August of the same year, Shoprite utilised a golden opportunity to increase its distribution substantially by acquiring their central buying and distributing organisation, then known as Sentra.

In 1997, Shoprite acquired the ailing OK Bazaars Group from SAB. This strategic expansion move added 157 super- and hyper-sized supermarkets and 146 furniture stores to the Group. The Group also invested in a development in Mozambique and opened its first store in Maputo. All the OK stores in Swaziland were converted into Shoprite stores and a year later the same process was followed in Botswana.

In 2001, the first of seven supermarkets opened in Egypt, taking Shoprite into the North African market. The Group also started operating in Malawi and Lesotho Then, in 2002, the Markinor-Sunday Times Top Brands Survey scored the Checkers brand 1st place on a brand relationship score in the Grocery Store Sector. Shoprite was ranked 2nd, Shoprite Checkers 3rd and the OK brand took 4th place.

In 2003, the Group also opened its first stores in Ghana and Angola and made a start with the rollout of the highly successful new Usave chains. Usave removed the cost of packing and pricing out of the value chain. Through bulk buying directly from the manufacturers, Shoprite managed to drop their prices even more. The Usave chain's focus is the lower income groups who would always buy only from the best priced retailers. This chain made customers aware that at Shoprite, they could get the best quality, best price and service.

During 2006, the Group withdrew from Egypt due to ongoing restrictions on retailing its seven stores were sold, resulting in a loss of R19,9 million. Then, in 2009, the Group acquired Transpharm, a pharmaceutical wholesale company

In 2010, Shoprite made the decision to withdraw from India owing to the financial crisis in the United States of America and elsewhere in the world. Its five stores were sold, resulting in a loss of R13,9 million. In 2012, the Group's Shoprite brand was rated as the most valuable retail brand in South Africa by Brand Finance with an estimated value of R8,9 billion.

Shoprite's top management: a dynamic team

Shoprite's headquarters are located in the Western Cape Province of South Africa The top management team consists of the CEO, Dr JW Basson, the Deputy Managing Director, Mr CG Goosen, the Chief Financial Officer, Mr M Bosman, and the Chairman of the Board, Dr CH Wiese This team is a dynamic group of people, each bringing their own strengths to Shoprite's top management. As a team, they interact to share information and make decisions that will help each member perform within his own area of responsibility. Dr Basson presides over the team and is a very disciplined and focused person. Since he takes the time to get to know all his colleagues personally, he is well liked and respected by everyone. Mr Goosen, while introverted, is very imaginative and intelligent. In contrast, Mr Bosman is extroverted and sociable and liked by all his subordinates, and Dr Wiese is supportive and understanding. Mr Goosen is an avid rummy player and when all of the team

members are having a quiet day, they would sit and play cards during their lunch hour

Mobile Soup Kitchen project: providing a meal of hope

The Shoprite Mobile Soup Kitchen project aims to distribute daily meals of nutritious soup and bread to the poorest communities in South Africa to alleviate the plight of especially children and senior citizens, as well as the thousands of families affected by unemployment. At present, Shoprite deploys a total of 22 roaming soup kitchens that distribute over 600 000 cups of nutritious soup and bread per month. In times when natural disasters, such as fires or floods, affect a community, they deploy mobile units to offer relief in the affected areas. Shoprite counts on a number of partners for support of this project, namely Royco, Albany, Mercedes, Toyota, Volkswagen, UD Trucks and Fuso.

The managerial team of the Mobile Soup Kitchen project analyses the environment to determine where help is needed in South Africa, and each soup kitchen works on a different project. Ms Estelle Morena is responsible for overseeing all the projects. She appointed Mr Ettienne Botha to be responsible for one of the soup kitchens located near Brits, in the North West province, where a residential fire recently caused great destruction. Mr Botha's responsibilities include the planning, execution and control of this soup kitchen. His goal is to provide people who have lost their homes with a warm meal until they are able to cook for themselves again. His team consists of five other individuals, who help to prepare the soup and distribute it to the local Brits community, as well as cleaning up afterwards.

Adapted from

Shopnte Holdings Ltd 2016 Feeding Programme Available online

http://www.shopnteholdings.co.za/Sustainability/CommunityEngagement/Pages/Feeding-Programme.aspx. Accessed June 2016

Shoprite Holdings Ltd 2016 History Available online http://www.shopriteholdings.co.za/OurGroup/Pages/History.aspx. Accessed June 2016

Shoprite nd Mobile Soup Kitchen Available online http://web.shoprite.co.za/shoprite-community-initiatives/shoprite-mobile-soup-kitchens.html Accessed June 2016

Shopnte Holdings Ltd 2016 Usave Available online http://www.shopnteholdings.co.za/OurBrands/Pages/Usave.aspx. Accessed June 2016

Disclaimer

We try our best to include real-world information and facts in the case studies we use. However, in order to assess your knowledge on a variety of topics covered in the syllabus, fictional information has been included. Access the company's website and download their integrated reports for a true reflection and background of the company, its milestones and how it operates.

23		un in 2003, is most likely the
	1 2	increased power and demands of the customer radical transformation of the world of work
	3 4	growing importance of intellectual capital new roles and expectations of workers
26		en considering the answer to question 25 above, it can be said that the feature of the "new" organisation was evident when Shoprite
	ope	ened the Usave chains
	1	flexibility
	2	networked
	3	flatter and leaner
	4	workforce diversity
27		e variable that was most evident in 2001, and that influenced Shoprite to nge was
	1	increased power and demands of the customer
	2	the growing importance of intellectual capital
	3	the transformation of the world of work
	4	globalisation and the global economy
28	The	variable that influenced Shoprite to change, as identified in question 27,
	COIT	nes with various management challenges such as
	1	understanding the diverse cultures of the individuals involved
	2	the fact that there are fewer opportunities for promotion
	3	developing the skills of managers as team members
	4	developing systems for conflict resolution

29	The reason for divesting from India in 2010 is an, force of change
	external, economic internal, power and politics internal, change in strategy external, international/global
30	During which year did Shoprite follow a market development strategy?
	1 1984 2 1990 3 1991 4 2009
31	The corporate combination strategy Shoprite followed when enlisting partners to work with in their Mobile Soup Kitchen project is a/n
	 strategic alliance joint venture acquisition merger
32	When acquiring the OK Bazaars Group in 1997, and Transpharm in 2009, Shoprite implemented a/n growth strategy
	 unrelated diversification concentric integration forward integration concentration
33	Shoprite implemented a corporate decline strategy in 2006
	 turnaround harvesting divestiture liquidation

34	"Ti bra	"The 2002 Markinor-Sunday Times Top Brands Survey scored the Checkers brand 1st place on a brand relationship score in the Grocery Store Sector"							
		this extract, the Checkers brand is an example of a/n when alysing Shoprite's environment							
	1	threat							
	2	strength							
	3	weakness							
	4	opportunity							
35	Mr —	Botha and his team who run the Brits Mobile Soup Kitchen can be seen as a group							
	1	task							
	2	ınterest							
	3	ınformal							
	4	command							
Rea	ad th	ns 36 to 40 e section titled "Shoprite's top management a dynamic team" and answer wing questions							
36	Mr allo	Bosman has power because of his position at Shoprite, which							
	1	legitimate, make decisions about resource allocation							
	2	personal, gain respect because of his personality							
	3	reward, offer or restrict employee benefits							
	4	formal, instil fear into subordinates							
37	The clas	e power that Dr Basson possesses because of his charisma can be suffied as being power							
	1	expert							
	2	referent							
	3	coercive							
	4	rational-legal							

38		type of group
	1	informal, friendship
	2	informal, interest
	3	formal, work
	4	formal, task
Que	stion	s 39 to 40
The	follov	ving questions are based on Belbin's classification of team members.
39	Dr E	basson fulfils the team member role of the
	1	plant
	2	chairperson '
	3	monitor-evaluator
	4	resource-investigator
40	Mr C	Goosen fulfils the team member role of the
	1	plant
	2	team worker
	3	company worker
	4	monitor-evaluator

SUB-TOTAL SECTION A: 40 MARKS

Copy your answers from the mark-reading sheet into the table below so that we can mark it if the mark-reading sheet is lost

Write down ONLY the number in the answer column

For example

Question	Answer
1	3

IMPORTANT: You must still fill in the mark-reading sheet, as the table will only be considered in the event that the mark-reading sheet is lost.

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14		34	
15		35	
16	_	36	
17		37	
18		38	
19		39	
20		40	

SECTION B: WRITTEN QUESTIONS

[30 MARKS]

- Answer the written questions in the space provided in this question paper
- Plan your answers carefully, while considering the allocated space for your answer
- Write legibly
- No marks will be awarded for the listing of facts (theory) only, as the questions require you to apply the theory

Questions 1 and 2 [12 marks]

Review the "Mobile Soup Kitchen project providing a meal of hope" section of the case study and answer questions 1 and 2

1	Categorise the Mobile Soup Kitchen project under one of the perspectives of project management and use the relevant theory as well as examples from the case study to substantiate your answer (4)							
				-				
-								
		-						
							<u> </u>	
				<u>,</u>				
						_, _		

2	programme							
	Identify the four (4) additional key role players in project management that are evident in the case study (8)							
	Name the key role players and state who this role player is in the context of the Mobile Soup Kitchen project For example Strategic manager Mr Neo Mogalobe							
								
<u> </u>								
_ -								

Question 3 [7 marks]

There are three different perspectives on how organisations perceive the task of managing diversity				
a)	Differentiate between the three perspectives by discussing the focus and effectiveness measures of each perspective (6)			
b)	Indicate which one of the perspectives will enable an organisation to benefit adequately from managing diversity (1)			
	<u> </u>			

Question 4 [6 marks]

Consider the following **incorrect** explanations of the **levels of culture** that needs to be corrected

- 1 Level one Always understandable but not always visible. The annual report of the organisation is an example
- 2 Typical behaviours This second level of culture involves mostly rules for how to behave. These rules are stated in organisational policies.
- 3 Core level Unconscious and unspoken thoughts and values

Rewrite each level of culture so that all of them are correctly named and explained					
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[5 marks] Question 5 In order to generate revenue, an organisation can implement one of seven basic internet business models a) Differentiate between any two (2) of the seven e-business revenue-generating (4) models. b) Classify YouTube's revenue-generating model based on the following information YouTube allows billions of people to discover, watch and share originally-created videos on the www youtube com website Organisations looking to use this forum as a marketing tool can specify their target market. The organisation's advertisement starts playing automatically when a video is selected and they will be charged once customers (anyone forming part of the target market watching a video on the website) watch 30 seconds or more of the advertisement

SUB-TOTAL SECTION B: 30 MARKS
GRAND TOTAL: 70 MARKS

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Additional space: Work done on this page will only be marked if clear reference is made to which question is being answered				
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