

UNIVERSITY OF FORT HARE
DEPARTMENT OF BUSINESS MANAGEMENT

**BUSINESS MANAGEMENT FOUNDATION
BEC 121F AND BEC 122L**

NOVEMBER MAIN EXAM 2017

Time: 1 HR 30 MINUTES
Subject: BEC121F & BEC122L
Marks: 50

Internal Examiners: Ms MARI FORD
Ms ELLEN CHENESAI RUNGANI

INSTRUCTIONS

1. Answer TWO questions: Question 1 in Section A (compulsory).
Answer ONE question from Section B.
2. Number the questions correctly.
3. Write your student number and name on your answer books.
4. Write legibly.
5. Enter your student number on the multiple choice answer sheet provided with this paper and place the answer sheet inside the front cover of your answer book.
6. This question paper consists of 7 pages including the cover page

SECTION A: COMPULSORY – ANSWER ALL QUESTIONS
QUESTION 1: MULTIPLE CHOICE QUESTIONS

1. Which of the following is the most dominant cause of business failure?
 - a) Managerial incompetency
 - b) Lack of managerial experience
 - c) Managerial competency
 - d) Executive competition

2. What are the three interpersonal roles of managers
 - a) Figurehead, leader and liaison
 - b) Spokesperson, leader, coordinator
 - c) Director, coordinator, disseminator
 - d) Communicator, organiser, spokesperson

3. Lwandile has just completed his degree in Business Management and has opened a new photography shop that sells cameras and equipment, develop photos and give classes on the art of photography. When Lwandile deals with clients, he requires _____ skills and when he is busy developing photos he requires _____ skills
 - a) Interpersonal; technical
 - b) Conceptual; informational
 - c) Interpersonal; conceptual
 - d) Conceptual; intellectual

4. The two main schools of thought used to classify management theory are:
 - a) Economic approach and contemporary approach
 - b) Classical approach and Contemporary approach
 - c) Classical approach and Economic approach
 - d) All of the above.

5. Which one of these statements is false?
 - a) Leadership is about bridging the gap between formulating plans and achieving goals
 - b) The behavioural approach to leadership focuses on how leaders should behave in a specific situation
 - c) According to Fielder's theory of leadership, how well a leader's style fits the situation determines his/her effectiveness
 - d) House developed the path-goal model

6. Who among these authors is considered the 'Father of Scientific Management'?
 - a) Max Weber
 - b) Frederick Taylor
 - c) Henri Fayol
 - d) None of the above

7. Which one of the following sets or combinations expresses the SMART criteria for effective goals and objectives?
- Specific, Attainable, Relevant, Time bound, Motivational
 - Measurable, Relevant, Attainable, Time bound, Scientific
 - Specific, Attainable, Relevant, Measurable, Time bound
 - Measurable, Attainable, Relevant, Scientific, Time bound
8. The middle-level management is responsible for formulating the _____ for different functions within the organisation.
- Strategic goals
 - Long-term goals
 - Tactical goals
 - Operational goals
9. _____ is defined as the setting of organisational goals, developing strategies to reach those goals, determining resources needed and setting precise standards in any organisation.
- Organising
 - Planning
 - Leading
 - Controlling
10. _____ is the obligation to demonstrate and take responsibility for performance in light of commitments and expected outcomes.
- Authority
 - Responsibility
 - Delegation
 - Accountability
11. The _____ is the type of power an organisation grants to a particular position; enables the manager to discipline or dismiss employees if they do not comply with what the manager instructed them to do
- Coercive power
 - Reward Power
 - Legitimate power
 - Referent power
12. _____ is a goal-setting technique designed to achieve the integration of individual and organisational goals in organisations.
- Decision making
 - Management by objectives
 - Diversification
 - Horizontal integration.

13. Group _____ influences the group's adherence to group performance norms.
- size
 - composition
 - leadership
 - cohesiveness
14. Effective leadership depends on continuous and good communication between leaders and employees. The elements of the communication model are _____.
- Sender, Message, Receiver, channel
 - Channel, expert, feedback, authority
 - Receiver, authority, feedback, message
 - All of the above
15. If managers understand what motivates the behaviour of their employees, they can influence employees' work performance. The variables that determines work performance are _____.
- Motivation and ability
 - Responsibility, motivation and resources
 - Ability, motivation and resources.
 - Motivation, authority and resources
16. Performance standards have to be established at strategic points in the business process and could include all of the following except _____?
- Profit
 - Market-share
 - Organisational structure
 - Staff-development
17. Read the list of control systems listed below.
- Economic-ordering quantity
 - Material-requirements planning
 - Budgets
 - Just-in-time systemn
 - Total quality management

Which combination of control systems is relevant in the control of inventory?

- i, ii,
- i, ii, iv
- iii, iv
- iii, v

18. The most important resources that all organisations need to control are:-

- finances, buildings, people, technology
- finances, physical, information, employees
- finances, stock inventory, entrepreneurial, land
- managers, customers, suppliers, stakeholders

19. Which one of the following is NOT a basic form of departmentalisation?
- According to product
 - According to location
 - According to resources
 - According to function
20. Identify the false statement:
- Small sized organizations favour functional departmentalization.
 - Departmentalisation involves the subdivision of work.
 - Departmentalisation is best suited to functions and products but not to location and customers.
 - Matrix structures may foster politics in resources allocation
21. An organizational chart typically provides important information concerning structure. This information relates to _____ (Select the most comprehensive statement).
- Tasks, subdivisions and relationships
 - Tasks, sub-divisions and teams
 - Tasks, sub-divisions, levels of management and lines of authority
 - Functional departments
22. A key principle of organising is the concept of span of management. A narrow span of management leads to _____.
- Managers being over worked
 - Fewer subordinates for each manager
 - Less intensive supervision of subordinates
 - Less managers and less subordinates
23. Organisational culture may be defined as:-
- The measure of how diverse an organisation is
 - The number of people from different cultures that work for an organisation
 - An important aspect of Corporate Social Responsibility
 - The beliefs and values shared by the employees in a business
24. Which one of the following corporate strategies entails firms working together on a big project?
- Vertical integration
 - Partnership
 - Horizontal integration
 - Joint venture
25. _____ identified the traditional five elements of the management process.
- Max Weber
 - Frederick Taylor
 - Henri Fayol
 - None of the above

SECTION B

Answer either Question 2 (a, b and c) OR Question 3 (a, b and c)

Question 2

- a) Provide a graphic illustration of the planning process and briefly discuss the steps in this process. [10]
- b) Organisations use control procedures to ensure that they are progressing towards their goals, and that their resources are being used properly and productively. Identify and discuss the characteristics of an effective control system. [10]
- c) Trust is very important in leadership, identify **FIVE** dimensions of trust. [5]

[Total 25 Marks]

OR

Question 3

- a) Designing jobs entails determining the work-related responsibilities of an incumbent of a position or job. Identify and discuss any **THREE** aspects involved in the designing of jobs. [7]
- b) Briefly explain any **FOUR** differences between a leader and a manager. [8]
- c) Discuss and compare **STRATEGIC, TACTICAL AND OPERATIONAL GOALS**. [10]

[Total 25 Marks]

END OF PAPER: [FINAL TOTAL 50 MARKS]