

UNIVERSITY OF FORT HARE

DEPARTMENT OF BUSINESS MANAGEMENT

BUSINESS MANAGEMENT FOUNDATION  
BEC 121F AND BEC 122L

NOVEMBER MAIN EXAM 2018

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

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**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

### QUESTION 1 IS COMPULSORY

#### QUESTION 1: MULTIPLE CHOICE QUESTIONS

1. Sisikelelwe is a newly appointed manager for Fote-plus investments. Rank the basic management tasks she will need to perform in the correct order.
  - i. Control
  - ii. Planning
  - iii. Organising
  - iv. Leading
  - a) ii, i, iii, iv
  - b) iv, i, iii, ii
  - c) iv, ii, i, iii
  - d) ii, iii, iv, i
  
2. Who among these authors is consider the 'Father of Scientific Management'?
  - a) Max Weber
  - b) Frederick Taylor
  - c) Henri Fayol
  - d) None of the above
  
3. Which one of the following sets or combinations expresses the SMART criteria for effective goals and objectives?
  - a) Specific, Attainable, Relevant, Time bound, Motivational
  - b) Measurable, Relevant, Attainable, Time bound, Scientific
  - c) Specific, Attainable, Relevant, Measurable, Time bound
  - d) Measurable, Attainable, Relevant, Scientific, Time bound
  
4. The middle-level management is responsible for formulating the \_\_\_\_\_ for different functions within the organisation.
  - a) Strategic goals
  - b) Long-term goals
  - c) Tactical goals
  - d) Operational goals
  
5. \_\_\_\_\_ is the obligation to achieve organisational goals by performing required activities.
  - a) Authority
  - b) Responsibility
  - c) Delegation
  - d) Accountability

6. Which one of the following is NOT a disadvantage of Management by objectives (MBOs)?
- a) Operational goals may displace strategic goals
  - b) Individual goals align with organisational goals
  - c) MBO can result in too much paperwork
  - d) The organisational culture may discourage effective use of MBOs.
7. What does situational theory of leadership emphasise?
- a) Personality traits
  - b) Events
  - c) Environment
  - d) Political situation
8. What is the term for power derived from status or position in an organisation?
- a) Referent
  - b) Expert
  - c) Reward
  - d) Legitimate
9. When a manager monitors the work performance of workers in his department to determine if the quality of their work is 'up to standard', this manager is engaging in which function?
- a) Planning
  - b) Controlling
  - c) Organising
  - d) Leading
10. What is the first step in a control process?
- a) Set standards
  - b) Allocate resources
  - c) Choose key personnel for the task
  - d) Select a strategy
11. To what does authority refer?
- a) The ability to organize people
  - b) The power to command and direct
  - c) The need for order
  - d) The right to change jobs
12. What work arrangement is referred to as Flexitime?
- a) workers choose the start and finish time within set parameters.
  - b) Workers decide if they want to turn up for work.
  - c) workers only work weekends.
  - d) workers only work alternate weeks.

13. \_\_\_\_\_ is the expectation that employees will accept responsibility for the outcomes of their work whether positive or negative.
- a) responsibility
  - b) authority
  - c) accountability
  - d) delegation
14. Group \_\_\_\_\_ influences the group's adherence to group performance norms.
- a) size
  - b) composition
  - c) leadership
  - d) cohesiveness
15. Effective leadership depends on continuous and good communication between leaders and employees. The elements of the communication model are \_\_\_\_\_.
- a) Sender, Message, Receiver, channel
  - b) Channel, expert, feedback, authority
  - c) Receiver, authority, feedback, message
  - d) All of the above
16. If managers understand what motivates the behaviour of their employees, they can influence employees' work performance. The variables that determines work performance are \_\_\_\_\_.
- a) Motivation and ability
  - b) Responsibility, motivation and resources
  - c) Ability, motivation and resources.
  - d) Motivation, authority and resources
17. Performance standards have to be established at strategic points and could include all of the following except?
- a) Profit standards
  - b) Market-share standards
  - c) Organisational culture standards
  - d) Staff-development standards

18. Functional departmentalization groups employees \_\_\_\_\_.
- a) by accounting and finance only
  - b) according to their areas of expertise and the resources they draw on to perform a common set of tasks
  - c) by production departments only
  - d) according to their information flow and products produced

19. Read the list of control systems listed below and answer the question that follows.

- i. Economic-ordering quantity
- ii. Material-requirements planning
- iii. Budgets
- iv. Just-in-time system
- v. Total quality management

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

- a) i, ii,
- b) i, ii, iv
- c) iii, iv
- d) iii, v

20. 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

21. What is the guiding principle of scientific management?

- a) Experimentation
- b) Fluid working relationships
- c) Freedom of association
- d) One best way to do a job

22. Employees obey managers with \_\_\_\_\_ power because they like them, respect them and identify with them.

- a) referent
- b) reward
- c) legitimate
- d) expert

23. At GND Software company, they work together to develop new software products. There are usually two or more software developers working together from conceptualisation until the completion of the product. They are dependent on each other and are all responsible for the achievement of objectives. This is an example of a/an\_\_\_\_\_.

- a) task group
- b) formal group
- c) work team
- d) informal group

24. Read the following statements by Anda Madelane, an employee at a local architecture firm, and answer the question that follows:

*"My boss and I meet once a month for about an hour to see if all is well. He doesn't check up on me and is very laid back".*

Based on the above statement, it can be said that Anda's boss is a/n \_\_\_\_\_ leader.

- a) autocratic
- b) democratic
- c) transformational
- d) laissez-faire

25. What type of power is based on the manager's ability to influence employees with something of value to them?

- a) Referent
- b) Expert
- c) Legitimate
- d) Reward

## SECTION B

Answer either Question 2 OR Question 3

### Question 2

a) Planning is an essential part of a manager's function. Discuss the steps in the planning process and draw a diagram to illustrate your answer.

[13]

b) Discuss the concept of 'span of management' and explain five factors that influence the appropriate span of management.

[12]

[Total 25 Marks]

OR

### Question 3

a) Discuss with the aid of a diagram how different levels of management require different types of skills.

[10]

b) Trust is very important in leadership, discuss the FIVE dimensions of trust. [5]

c) 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 give a brief description of the characteristics of an effective control system.

[10]

[Total 25 Marks]

END OF PAPER