

UNIVERSITY OF FORT HARE

DEPARTMENT OF BUSINESS MANAGEMENT

BUSINESS MANAGEMENT FOUNDATION

BEC 121F AND BEC 121L

NOVEMBER MAIN EXAM 2019

Time: 1 HR 30 MINUTES
Subject: BEC121F & BEC121L
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

[25 MARKS]

1. 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

2. Which one is not a recognised key skill of management?
 - a) Conceptual skills
 - b) Writing skills
 - c) Technical skills
 - d) Human skills

3. 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

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. 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

6. _____ is the obligation to demonstrate and take responsibility for performance in light of commitments and expected outcomes.
 - a) Authority
 - b) Responsibility
 - c) Delegation
 - d) Accountability

7. 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
 - a) Coercive power
 - b) Reward Power

- c) Legitimate power
 - d) Referent power
8. 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
9. 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 structure
 - d) Staff-development standards
10. An effective control system is _____.
- a) Integrated with planning
 - b) Able to accommodate change
 - c) Objective
 - d) All of the above
11. The following is not true about planning
- a. It consumes management time
 - b. Management can use planning as a way of changing the business environment
 - c. The impact of change can be reduced by planning
 - d. Planning may create rigidity
12. Which one of the following inventory control systems would be the best to use if stock must be kept for indefinite periods?
- a. The just-in-time (JIT) system
 - b. The materials-requirements planning (MRP) system
 - c. The economic-ordering quantity (EOQ) system
 - d. The first-in-first-out (FIFO) system
13. During which step of the control process would one determine the performance gap between the performance standard and actual performance?
- a. Establishing standards
 - b. Evaluating deviations
 - c. Taking corrective action
 - d. Measuring actual performance

- e. Setting goals
14. _____ is a management approach which suggests that the application of management principles is dependent on the situation confronting the manager at that particular point in time.
- a. Total Quality Management
 - b. Contingency approach
 - c. Systems approach
 - d. Convenience approach
15. 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 past employment and salary level
16. To what does authority refer?
- a) The ability to organise people
 - b) The power to command and direct
 - c) The need for order
 - d) The right to change jobs
17. From what does a chain of command extend?
- a) Bottom to top
 - b) Top to bottom
 - c) Diagonally
 - d) Laterally
18. What does situational theory of leadership emphasise?
- a) Personality traits
 - b) Events
 - c) Environment
 - d) Political situation
19. 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

20. What do you call a style of leadership that takes account of others' views, opinions and ideas?

- a) Laissez-faire
- b) People-oriented
- c) Democratic
- d) Autocratic

21. What one of these is not a recognised type of authority?

- a) Executive
- b) Functional
- c) Line management
- d) Supplier

22. What is the first step in a control process?

- a) Allocate resources
- b) Choose key personnel for the task
- c) Select a strategy
- d) Set standards

23. _____ means that there is compatibility between the objectives and goals of the various departments with one another.

- a) Horizontal integration
- b) Horizontal consistency
- c) Vertical consistency
- d) Divestiture

24. The job design approach that increases the workload and delegates the responsibility for the work done, is known as _____:-

- a) job rotation
- b) job enrichment
- c) job enlargement
- d) job specification

25. Effective leaders are tasked to display trustworthiness and to respect the trust placed in them by their employees and other stakeholders. Choose the option, which correctly lists the dimensions of trust.
- a) Openness, competence, charisma, energy, realistic
 - b) Integrity, openness, commitment, vision, mature
 - c) Loyalty, commitment, sensitive, friendly, supportive
 - d) Loyalty, competence, consistency, openness, integrity

SECTION B

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

Question 2

a) Identify and explain the five major benefits of planning in an organisation.

[10]

b) Discuss the difference between formal and informal groups, by providing definitions and examples of each of these different types of groups.

[10]

c) Trust is very important element in leadership. Identify **FIVE** dimensions of trust.

[5]

[Total 25 Marks]

OR

Question 3

a) Define the term management and describe the different SKILLS required by managers at different levels in the organisation. Give examples to illustrate your answers.

[5]

b) Define the concept of control and discuss the four main purposes of controlling the management process.

[10]

[Total 25 Marks]

END OF PAPER: [FINAL TOTAL 50 MARKS]

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