THIS EXAMINATION PAPER CONSISTS OF 3 SECTIONS:

SECTION A: CONSISTS OF:
(i) 10 MULTIPLE-CHOICE QUESTIONS
(ii) 5 TRUE OR FALSE QUESTIONS
(iii) 15 MATCHING-STATEMENT QUESTIONS

SECTION B: CONSISTS OF 2 SHORT QUESTIONS

SECTION C: CONSISTS OF 2 LONG ANSWER QUESTIONS

INSTRUCTIONS:
1. Read the following instructions carefully before answering the paper, as failure to act upon them will result in a loss of marks.
2. Write your answers in your answer book, which is provided in the exam.
3. Ensure that your name and student number are clearly indicated on your answer book.
4. Write your answers in either blue or black ink in your answer book.
5. Read each question very carefully before you answer it and number your answers exactly as the questions are numbered.
6. Begin with the question for which you think you will get the best marks.
7. Note the mark allocations for each question – give enough facts to earn the marks allocated. Don’t waste time by giving more information than required.
8. You are welcome to use diagrams to illustrate your answers.
9. Please write neatly – we cannot mark illegible handwriting.
10. Any student caught cheating will have his or her examination paper and notes confiscated. The College will take disciplinary measures to protect the integrity of these examinations.
11. If there is something wrong with or missing from your exam paper or your answer book, please inform your invigilator immediately. If you do not inform your invigilator about a problem, the College will not be able to rectify it afterwards, and your marks cannot be adjusted to allow for the problem.
12. This paper may be removed from the examination hall after the examination has taken place.
(i) MULTIPLE-CHOICE QUESTIONS

Choose the correct option for each of the following. Write only the question number and your chosen answer. For instance, if you think that the correct answer for number 1 is (a), then write it as 1. (a).

1. As a supervisor you must:
   (a) determine the goals of your workers.
   (b) go with the flow.
   (c) Both (a) and (b).
   (d) None of the above.

2. External frustration:
   (a) comes from our environment.
   (b) is a fact of life.
   (c) is part of human behaviour.
   (d) None of the above.

3. Salespeople make their living from:
   (a) knowing their product and persuading people.
   (b) sweet-talking people.
   (c) deceiving people.
   (d) betraying people.

4. Delegation is:
   (a) avoiding work.
   (b) the transfer of theories.
   (c) the transfer of tasks.
   (d) All of the above.

5. Theory X and Theory Y:
   (a) are the same theory.
   (b) are opposite theories.
   (c) are personal goals.
   (d) are an alpha numeric format.

6. Abdication means:
   (a) to delegate.
   (b) to distance oneself from a task.
   (c) to resign.
   (d) All of the above.
7. Personal goals:
   (a) play no part in motivation.
   (b) play an important part in motivation.
   (c) are known as Theory X.
   (d) are known as Theory Y.

8. The desire for prestige is bound up with the:
   (a) theory of motivation.
   (b) need to associate with others.
   (c) desire to achieve status and acceptance.
   (d) need to survive.

9. Communication can be:
   (a) a form of transport.
   (b) a railway network.
   (c) walking to work.
   (d) oral, written or visual.

10. _____ is / are a method or channel of communication.
    (a) The alphabet
    (b) A pipe
    (c) Numbers
    (d) All of the above. [10]

(ii) TRUE OR FALSE QUESTIONS

Indicate whether the following statements are true or false. Motivate all your answers.

1. Leadership is the ability to influence a group to achieve goals.
2. To be an effective leader you do not need the trust of your subordinates.
3. Honesty and integrity are values of moral righteousness.
4. Natural leaders are not born with specific traits or characteristics.
5. Subordination can be described as the rights and powers of a post. [5 × 2 = 10]
(iii) **MATCHING-STATEMENT QUESTIONS**

Match the statements in Column B to the terms in Column A. Write down the answers only, for example 1. (a).

<table>
<thead>
<tr>
<th>Column A</th>
<th>Column B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. a leader</td>
<td>(a) the less you have to do</td>
</tr>
<tr>
<td>2. Theory X</td>
<td>(b) can originate from many sources</td>
</tr>
<tr>
<td>3. the higher up the ladder you climb</td>
<td>(c) increase communication amongst managers</td>
</tr>
<tr>
<td>4. physique</td>
<td>(d) reducing those forces which maintain behaviour</td>
</tr>
<tr>
<td>5. organisational change</td>
<td>(e) survey, research and feedback</td>
</tr>
<tr>
<td>6. OD</td>
<td>(f) human interaction within a group</td>
</tr>
<tr>
<td>7. informal aspects</td>
<td>(g) relate to a person's position in society</td>
</tr>
<tr>
<td>8. top management</td>
<td>(h) organisational development</td>
</tr>
<tr>
<td>9. objectives of OD</td>
<td>(i) perceptions and attitudes</td>
</tr>
<tr>
<td>10. unfreezing</td>
<td>(j) leader and motivator and spokesperson</td>
</tr>
<tr>
<td>11. help determine attitudes of members</td>
<td>(k) relate to a person's existence in a community</td>
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<td>12. team building</td>
<td>(l) gets results with coercion</td>
</tr>
<tr>
<td>13. Edgar Schein</td>
<td>(m) includes health, strength etc.</td>
</tr>
<tr>
<td>14. esteem needs</td>
<td>(n) involves general direction</td>
</tr>
<tr>
<td>15. social needs</td>
<td>(o) working hypothesis of most practising managers</td>
</tr>
</tbody>
</table>
SECTION B: SHORT QUESTIONS  

(30 MARKS)  

ANSWER BOTH QUESTIONS

QUESTION 1
(a) When giving a verbal order, what must you make sure of?  (4)
(b) Briefly define leadership.  (2)
(c) List the ten rules of effective leadership.  (10)
(d) Give the two factors in Herzberg's two factor theory.  (2) [18]

QUESTION 2
(a) List the factors that can result in barriers to effective communication.  (8)
(b) Give two causes of change.  (2)
(c) List two formal (overt) aspects of organisational development.  (2) [12]

[30]
SECTION C: LONG ANSWER QUESTIONS (35 MARKS)

ANSWER BOTH QUESTIONS

QUESTION 1

(a) Abraham Maslow argued that human beings have five types of needs and that these needs are ranged hierarchically.

Draw a diagram to represent Maslow's Hierarchy of Needs. (5 × 2 = 10)

(b) Briefly describe each of Maslow's Hierarchy of Needs. (10) [20]

QUESTION 2

(a) List the 12 techniques used for effective listening. (12)

(b) Experience has shown that there are four main attributes of a good organisation. Give three of these attributes. (3) [15]

Section A: 35 marks
Section B: 30 marks
Section C: 35 marks
TOTAL: 100 MARKS