JUNE 2012 EXAMINATION

DATE: 15 JUNE 2012

TIME: 09H00 – 11H00 TOTAL: 100 MARKS
DURATION: 2 HOURS PASS MARK: 40%

PROBUS3

PRODUCTION / OPERATIONS MANAGEMENT SKILLS

THIS EXAMINATION PAPER CONSISTS OF 4 SECTIONS:

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

ANSWER ALL THE QUESTIONS

SECTION B: CONSISTS OF 3 SHORT QUESTIONS
ANSWER ALL THE QUESTIONS (10 MARKS)

SECTION C: CONSISTS OF 3 LONG ANSWER QUESTIONS
ANSWER ALL THE QUESTIONS (40 MARKS)

SECTION D: CONSISTS OF 3 INTERPRETATIVE QUESTIONS
ANSWER ONE OF THE QUESTIONS (20 MARKS)

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. Which of the following is not a method of communication?
   (a) oral  
   (b) written  
   (c) numbers  
   (d) None of the above.

2. Communication between people at different levels of a hierarchy is known as:
   (a) horizontal communication.  
   (b) vertical downwards.  
   (c) vertical communication.  
   (d) vertical upwards.

3. Leadership is the ability to:
   (a) influence a group towards the achievement of goals.  
   (b) achieve goals of the workers.  
   (c) accomplish a task.  
   (d) decide on behalf of a group of workers.

4. Another word for basic needs in Maslow's hierarchy is:
   (a) physiological needs.  
   (b) social needs.  
   (c) self-fulfilment needs.  
   (d) esteem needs.

5. The process of development is essential to:
   (a) improve the approach of employees towards colleagues.  
   (b) achieve short-term objectives.  
   (c) improve productivity in the organisation.  
   (d) Both (a) and (c).
6. Fairness and impartiality do not require considerations from:
   (a) the company.
   (b) family relations.
   (c) the section.
   (d) the individual.

7. Giving a verbal order requires that:
   (a) the employee gives full attention.
   (b) the main points are stressed.
   (c) the employee is not asked if he or she has understood.
   (d) Both (a) and (b).

8. A step in organisational development that involves stabilising change at a new level is known as:
   (a) unfreezing.
   (b) movement.
   (c) refreezing.
   (d) defreezing.

9. The objective of team building is to improve:
   (a) overall performance.
   (b) individual performance.
   (c) managers' performance.
   (d) subordinates' performance.

10. Which of the following is the term for collaboration between the manager and each subordinate in setting subordinates' work goals, evaluating progress and setting new goals?
    (a) job enrichment
    (b) changes in organisational structure
    (c) participatory management
    (d) management by objectives

(ii) **TRUE OR FALSE QUESTIONS**

Choose whether the following are True or False. Motivate your answer.

1. The most important factor necessary for successful communication to occur, is that the message must be understood by at least one of the parties.

2. Maslow's hierarchy of needs contains four levels.

3. Delegation frees a manager to concentrate on major issues.

4. Personal goals can arise from the desire for prestige.

5. Resistance to change is not one of the most difficult problems faced by business executives.

   [5 × 2 = 10]
(iii) **MATCHING-STATEMENT QUESTIONS**

Match the statements in Column B to the statements 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 characteristic of a leader</td>
<td>(a) structural inertia</td>
</tr>
<tr>
<td>2. the transfer of task is known as</td>
<td>(b) the influencing and directing of the behaviour of subordinates</td>
</tr>
<tr>
<td>3. a process of acquiring information in order to plan, organise, lead and control organisational functions</td>
<td>(c) enthusiasm</td>
</tr>
<tr>
<td>4. an advantage of staff development</td>
<td>(d) deals with specific tasks or subject areas</td>
</tr>
<tr>
<td>5. one way of creating confidence is by</td>
<td>(e) delegation</td>
</tr>
<tr>
<td>6. a major source of organisational resistance is</td>
<td>(f) deals with complex tasks</td>
</tr>
<tr>
<td>7. an attempt by management to improve organisational effectiveness</td>
<td>(g) operational problems solved</td>
</tr>
<tr>
<td>8. development</td>
<td>(h) planned change</td>
</tr>
<tr>
<td>9. leadership is</td>
<td>(i) communication</td>
</tr>
<tr>
<td>10. training</td>
<td>(j) keeping promises</td>
</tr>
</tbody>
</table>

[10]

[30]
SECTION B: SHORT QUESTIONS (10 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
Define leadership. [2]

QUESTION 2
Identify two ways in which you, as a leader, can build trust. [2]

QUESTION 3
(a) i. Define delegation. (1)
   ii. List two dimensions of delegation. (2)
(b) Give three factors that inhibit delegation. (3) [6]

[10]
SECTION C: LONG ANSWER QUESTIONS (40 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1

(a) List five factors that need to be controlled in a production environment. (5)

(b) Briefly explain three stages used to tackle deviation from standards. (5) [10]

QUESTION 2

Explain five differences between training and development. [5 × 2 = 10]

QUESTION 3

(a) i. Briefly discuss internal and external frustration. (5)

ii. Explain the common sense approach. (5)

(b) Discuss the positive approach to discipline. (10) [20]

[40]
SECTION D: INTERPRETATIVE QUESTIONS  (20 MARKS)

ANSWER ONE OF THE QUESTIONS

QUESTION 1

Communication can flow in various directions.

(a) Explain the directions of communication.  

(b) Identify and briefly discuss five barriers to effective communication. 

OR

QUESTION 2

Discuss McGregor’s Theory of Motivation. 

OR

QUESTION 3

(a) i. Briefly explain five sources of organisational change.  

ii. Identify five ways in which resistance to change can be overcome. 

(b) Natural leaders are born with specific traits or characteristics. However, it is also possible to develop these traits and characteristics to become a good leader. Explain five characteristics of a leader. 

Section A: 30 marks  
Section B: 10 marks  
Section C: 40 marks  
Section D: 20 marks  
TOTAL: 100 MARKS