PROBUS3

NOVEMBER 2012 EXAMINATION

DATE: 16 NOVEMBER 2012

TIME: 09H00 – 11H00 TOTAL: 100 MARKS

DURATION: 2 HOURS PASS MARK: 40%

(XP-80)

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.

Examiner: K Ngang
(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 traditional trait of leadership?
   (a) self confidence  
   (b) intelligence  
   (c) avoidance of responsibility  
   (d) honesty

2. How can a leader earn confidence and respect from subordinates?
   (a) by making false promises  
   (b) by being unapproachable  
   (c) by making biased decisions  
   (d) by setting a personal example

3. How many steps are there in organisational development?
   (a) three  
   (b) two  
   (c) four  
   (d) five

4. Which of the following is a technique of effective listening?
   (a) being distracted  
   (b) being prepared to listen  
   (c) not asking questions  
   (d) being subjective

5. When motivating employees, managers must bear in mind that:
   (a) people need material requirements for survival.  
   (b) people need short term job security.  
   (c) people do not need to give and receive friendships within working and social groups.  
   (d) people avoid developing their skills.
6. The benefit of developing staff is that:
   (a) productivity decreases.  
   (b) employee motivation decreases.  
   (c) attitudes improve.  
   (d) new tasks are learnt slowly.

7. McGregor's Theory X suggests that:
   (a) people work hard towards objectives.  
   (b) people assume responsibility.  
   (c) people have the desire to achieve.  
   (d) people are not interested in achievement.

8. Delegation is:
   (a) avoidance of responsibility.  
   (b) laziness.  
   (c) avoidance of authority.  
   (d) passing authority and tasks to others.

9. Under which method of communication does body language fall?
   (a) oral  
   (b) written  
   (c) actions  
   (d) numbers

10. Which of the following is a source of external frustration?
    (a) physical handicaps  
    (b) demands made upon us  
    (c) fatigue  
    (d) ill health

(ii) TRUE OR FALSE QUESTIONS

Indicate whether the following statements are True or False. Motivate all your answers.

1. Honesty and integrity are traits of leadership.

2. McGregor's Theory Y assumes that people avoid work.

3. Oral communication is a form of verbal communication.

4. Employees need material requirements to perform work.

5. Unfreezing is the last step in organisational development.  [5 x 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. effective leadership</td>
<td>(a) top-down communication</td>
</tr>
<tr>
<td>2. characteristic</td>
<td>(b) written communication</td>
</tr>
<tr>
<td>3. the major reason for change</td>
<td>(c) have / exercise authority</td>
</tr>
<tr>
<td>4. symbols that represent sound in a manner understood by the reader</td>
<td>(d) threat to their jobs / income</td>
</tr>
<tr>
<td>5. poor choice of information medium</td>
<td>(e) consistency</td>
</tr>
<tr>
<td>6. employees resist change</td>
<td>(f) accountability</td>
</tr>
<tr>
<td>7. delegation dimension</td>
<td>(g) trait</td>
</tr>
<tr>
<td>8. leaders</td>
<td>(h) environmental dynamics</td>
</tr>
<tr>
<td>9. managers</td>
<td>(i) specific traits and power</td>
</tr>
<tr>
<td>10. vertical downward</td>
<td>(j) hinders effective communication</td>
</tr>
<tr>
<td>communication</td>
<td></td>
</tr>
</tbody>
</table>

[10]

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

ANSWER ALL THE QUESTIONS

QUESTION 1

'Leaders are born not made.' Comment on this statement. [2]

QUESTION 2

Identify two traditional traits of leadership. [2]

QUESTION 3

(a) Define organisation development in detail. (4)

(b) Differentiate between leadership and management. (2) [6]

[10]
SECTION C: LONG ANSWER QUESTIONS

ANSWER ALL THE QUESTIONS

QUESTION 1
(a) Define motivation. (2)
(b) Personal goals arise from four basic needs. Name and briefly explain these needs. (8) [10]

QUESTION 2
Outline ten techniques for effective listening. [10]

QUESTION 3
(a) i. List five problems that might surface as a result of retrenchment. (5)
    ii. Describe the objectives of organisation development. (5)
(b) Explain the advantages and disadvantages of grouping work according to functions. (10) [20] [40]
SECTION D: INTERPRETATIVE QUESTIONS (20 MARKS)

ANSWER ONE OF THE QUESTIONS

QUESTION 1

(a) List the ten rules of effective leadership. (10)

(b) Discuss the importance of effective communication in an organisation. (5 × 2 = 10) [20]

OR

QUESTION 2

Effective delegation does not just happen. Discuss ten guidelines for planning and implementing delegation. [10 × 2 = 20]

OR

QUESTION 3

(a) Explain the assumptions of McGregor’s Theory X. (10)

(b) Explain the assumptions of McGregor’s Theory Y. (10) [20] [20]

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