NOVEMBER 2013 EXAMINATION

DATE: 15 NOVEMBER 2013

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 ANY 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. Leadership is:
   (a) forcing people towards the achievement of goals.
   (b) the ability to influence a group towards the achievement of goals.
   (c) pushing people to behave in a certain way.
   (d) making decisions for a group of people.

2. Delegation is:
   (a) transferring tasks and authority to subordinates.
   (b) avoiding your responsibilities.
   (c) overloading subordinates with more work.
   (d) All of the above.

3. Physiological needs are also known as:
   (a) self fulfilment.
   (b) esteem needs.
   (c) social needs.
   (d) basic needs.

4. Communication between a marketing manager and a human resource manager is referred to as:
   (a) vertical downward communication.
   (b) vertical upward communication.
   (c) horizontal communication.
   (d) traditional top-down communication

5. A manager can reduce resistance to change by:
   (a) closing channels of communication.
   (b) making his own decisions.
   (c) building trust with employees.
   (d) None of the above.
6. Why do organisations set standards?
   (a) to control the choice of materials  
   (b) to control price variations  
   (c) to control labour costs  
   (d) All of the above.

7. Which factor needs to be controlled within an office or administrative environment?
   (a) market forecasts  
   (b) labour costs  
   (c) research and development  
   (d) control of usage of materials

8. Which of the following is not an objective of organisational development?
   (a) to increase the openness of communication  
   (b) to improve decision making  
   (c) to remove conflict  
   (d) to improve the organisation’s ability to adapt to change

9. Which phase in the change process involves the development of new attitudes or behaviour and the implementation of the change?
   (a) freezing  
   (b) movement  
   (c) unfreezing  
   (d) perceptions

10. McGregor’s theory X assumes that people:
    (a) avoid responsibility.  
    (b) assume responsibility.  
    (c) have a strong desire for success.  
    (d) want their organisation to succeed.  

(ii) TRUE OR FALSE QUESTIONS

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

1. Environmental dynamics force change in organisations.

2. Good organisation is characterised by ineffective delegation.

3. Training deals with a complexity of tasks.

4. Delegation solves geographical separation.

5. Working for the interest of others can build trust between employees and management.
(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. internal frustration</td>
<td>(a) command of the basic activities of the organisation</td>
</tr>
<tr>
<td>2. good leader</td>
<td>(b) deciding on objectives and developing strategies</td>
</tr>
<tr>
<td>3. external frustration</td>
<td>(c) projects self-confidence</td>
</tr>
<tr>
<td>4. operational delegation</td>
<td>(d) improves employee motivation</td>
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<tr>
<td>5. functional delegation</td>
<td>(e) directly responsible for attaining the organisation's objectives</td>
</tr>
<tr>
<td>6. line managers</td>
<td>(f) lack of opportunity</td>
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<tr>
<td>7. control</td>
<td>(g) fatigue</td>
</tr>
<tr>
<td>8. staff managers</td>
<td>(h) where services ancillary to the main activities of the enterprise are delegated to specialists</td>
</tr>
<tr>
<td>9. planning is concerned with</td>
<td>(i) concerned with setting standards</td>
</tr>
<tr>
<td>10. staff development</td>
<td>(j) render services and advise line managers</td>
</tr>
</tbody>
</table>
SECTION B: SHORT QUESTIONS (10 MARKS)

ANSWER ALL THE QUESTIONS

QUESTION 1
Define 'motivation'. [2]

QUESTION 2
Differentiate between leadership and management. [2]

QUESTION 3
(a) i. State the highest level on Maslow's hierarchy of needs. (1)
    ii. Briefly explain if leaders are born or made. (2)
(b) Explain your understanding of organisational development. (3) [6]

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

ANSWER ALL THE QUESTIONS

QUESTION 1

Briefly explain the following:

(a) how a manager can earn confidence and respect (5)

(b) the positive approach to constructive discipline (5) [10]

QUESTION 2

Personal goals arise from four basic compelling needs. Briefly describe these needs. [10]

QUESTION 3

(a) i. List five problems that might surface during retrenchment. (5)

ii. Explain the objectives of organisational development. (5)

(b) Identify and briefly discuss five values of organisational development. (5 × 2 = 10) [20] [40]
SECTION D: INTERPRETATIVE QUESTIONS  
(20 MARKS)

ANSWER ANY ONE OF THE QUESTIONS

QUESTION 1

Douglas McGregor, an industrial psychologist, provided a convenient way of understanding the kinds of assumptions that managers make concerning their subordinates. He identified two sets of common attitudes, which he labelled Theory X and Theory Y.

Outline how you would explain to a management trainee:

(a) the assumptions of McGregor's theory X.  
(b) the assumptions of McGregor's theory Y.  

OR

QUESTION 2

You are asked to present a lecture on leadership to a group of management students. Identify and explain the traits expected of a good leader.

OR

QUESTION 3

A new manager has been appointed to assist with human resource matters in your organisation. Outline to this person:

(a) i. the benefits of developing staff.  
   ii. five major sources of organisational resistance to change.  

(b) You are asked to speak at a workshop on communication. Your topic is 'the good listener'. Explain to the group ten techniques for effective listening.

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