

i ATTENTION STUDENTS: Your Tests & Quizzes answers and grades can be LOST and you can get a score of ZERO if you do not submit your tests. Click the SUBMIT FOR GRADING button TWICE and ensure that you receive an email with your submission ID when submitting your tests. ✕

Name: _____

Score: _____ / _____

CCMM511 Assignment 3 (Part-Time Students)

CCMM 511 Assignment 3

Welcome to this assignment.

Instructions

Type of assignment: Open book

Format of assignment: Multiple choice

Relevant content: Study units 1 and 2

Duration: When you start the assignment you have 45 minutes to complete the assignment. This time period is continuous and can not be broken up in intervals.

Resources: Text book and any other resource to your disposal.

Max marks: 30 marks

You have 45 minutes (from 17 January 2020 at 06h00 to 23h55 on 29 May 2020) to complete this Assignment (test). You can move between the questions and adapt your answers until the time limit is reached or until you submit the assignment. However, when you start the assignment, you need to complete it, since the time limit is continuous and not in intervals. The assignment can be taken only once. You may use any resource, aid or assistance available to you during the completion of this assignment.

IMPORTANT: Do not start this assignment before you have worked through the applicable study units and learning outcomes.

Regards

Prof Henrico

Part 1:

Why would you say it's important for managers to study General Management (CCMM511)?

- ☐ A. It enables managers to implement the business functions inter-dependently in the business.
- ☐ B. It enables managers to identify strategic solutions to managerial issues.
- ☐ C. It provides managers with an overview of the business environments and how factors in the business environments can influence the functioning of the business.
- ☐ D. It enhances managers' knowledge and skills of the managerial tasks.

Pair in the information below the descriptions with the concepts provided.

Mr Samuel Trollip, who manufactures fruit juices in Fochville and then distributes these juices to Gauteng and the Free State provinces, contacts you for advice. He says that his sales manager recently told him that he should show a larger decisional role in the business. He says that he is sure he is already adhering to this role and he wants you to assist him in linking what he is already doing with what he believes he is doing.

- | | |
|--|------------------------|
| 1. He ensures that he continuously apply the economy of scale principle when he buys raw materials. | A. Negotiator |
| 2. He makes sure that he appears regularly in the local paper to provide information regarding the fruit juice industry. | B. None of the Above |
| 3. He extended his vehicle fleet insurance a year ago to ensure that mechanical transport problems are quickly solved. | C. Disturbance handler |
| 4. Every morning he reads the paper to determine how he can achieve a competitive advantage above his competitors. | D. Resource Allocator |
| 5. He always makes sure that there are enough people available to transport his products to the various outlets. | |

Choose the single correct answer from the options provided.

Mr Khumalo contacts you and says that the recent increase in petrol prices and VAT in April 2018 resulted in him having to buy products at higher prices from his suppliers, which also leads to an increase in the selling prices of his products. He wants to know from you which environmental power has an influence on his business.

- ☐ A. Suppliers, Market environment
- ☐ B. Transport, Macro environment
- ☐ C. Economics, Macro environment
- ☐ D. Politics, Macro environment

Choose the single correct answer from the options provided.

You use Porters' forces to analyse a client's industry and his business' level of competitiveness. His business receives a mark of 2.8 out of 10 for the bargaining power of suppliers. You explain to him that the meaning of this is as follows:

- ☐ A. Bargaining power is low, because there are not many similar businesses in the industry.
- ☐ B. Bargaining power is low, because there are a lot of similar businesses in the industry.
- ☐ C. It is unlikely that suppliers will concede to his bargaining requests.
- ☐ D. It is likely that suppliers will concede to his bargaining requests.

Based on the scenario below, provide only the calculated values in the space provided. Example: 0.1 or 0,1 format will be accepted (give only the answer - no calculations).

Mr Thabo Sithole, the owner of a company called Sinclair Dairies, distributes dairy products which include 16 types of cheese and 7 flavours of yogurt from farmers in the Western Cape to retailers in the Northern Province. Since there is a great deal of competition in this market he started to analyse his market to calculate the level of competitiveness in the market and to determine which strategy he should follow to gain a larger market share. He saw a video by Danny Abramovich on the manner in which one can analyse the market quantitatively. He already started with this analysis (table below), but he is now at a point where he does not know how to complete this analysis. He contacts you to complete the calculations in the last column of the table (a to e) - write only the value, for example 2.6 or 2,6.

LEVEL OF COMPETITIVENESS

PORTER	GRADE OUT OF 10	WEIGHT	WEIGHTED SCORE
Barriers of entry	4	0.15	(a) ____
Bargaining power of customers	8	0.4	(b) ____
Bargaining power of suppliers	6	0.25	(c) ____
Substitutes	6	0.2	(d) ____
LEVEL OF COMPETITIVENESS			(e) ____

(TOTAL: 5)

Choose the single correct answer from the options provided.

During the calculation of the level of competitiveness as shown by Danny Abramovich , one of your clients received a total weighted score of 5.3. He wants to know from you what this score means.

- ☐ A. His business has a monopoly in the market.
- ☐ B. The market in which his business is operating is not very competitive.
- ☐ C. His business has a competitive advantage in the market.
- ☐ D. His business is not very competitive in the market.

In questions 7 to 11 you need to choose the single correct strategy which each of the scenario's depict.

Scenario 1

Which strategy would you use if you expand your premises to sell more of the same products to your existing clients.

- ☐ A. Market penetration
- ☐ B. Market development
- ☐ C. Backwards integration
- ☐ D. Forward integration
- ☐ E. Differentiation
- ☐ F. Related diversification
- ☐ G. Non-related diversification
- ☐ H. Horizontal integration

Scenario 2

Which strategy would you use if you have an established home industries business and you start a delivery service to attract new clients?

- ☐ A. Related diversification
- ☐ B. Differentiation
- ☐ C. Market development
- ☐ D. Forward integration
- ☐ E. Backwards integration
- ☐ F. Non-related diversification
- ☐ G. Horizontal integration
- ☐ H. Market penetration

Scenario 3

Which strategy would you use if you decide, as the owner of a home industry business, to rather manufacture your own baked goods and not rely on consignment sales alone?

- ☐ A. Backwards integration
- ☐ B. Differentiation
- ☐ C. Forward integration
- ☐ D. Market development
- ☐ E. Market penetration

- ☐ F. Related diversification
- ☐ G. Horizontal integration
- ☐ H. Non-related diversification

Scenario 4

Which strategy would you use if you decide, as the owner of a home industry business, to buy another struggling home industry business in the vicinity?

- ☐ A. Horizontal integration
- ☐ B. Market development
- ☐ C. Differentiation
- ☐ D. Related diversification
- ☐ E. Non-related diversification
- ☐ F. Backwards integration
- ☐ G. Forward integration
- ☐ H. Market penetration

Scenario 5

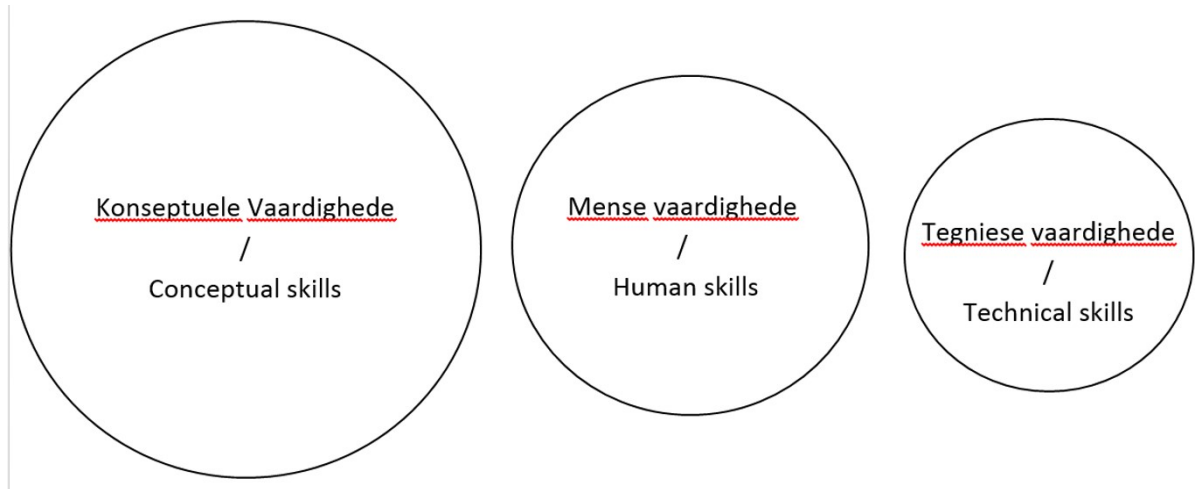
Which strategy would you use if you decide, as the owner of a home industry business, to buy a toy shop which is situated opposite your business?

- ☐ A. Market penetration
- ☐ B. Non-related diversification
- ☐ C. Market development
- ☐ D. Horizontal integration
- ☐ E. Forward integration
- ☐ F. Related diversification
- ☐ G. Differentiation
- ☐ H. Backwards integration

Choose the single correct answer from the options provided.

See the figure below.

If the size of the circles indicates the amount of effort a manager spends on execution of each of the skills in each circle, which management level would the figure in totality represent?



- ☐ A. Lower level management
- ☐ B. Middle management level
- ☐ C. Top management level
- ☐ D. Tactical management level
- ☐ E. First line manager
- ☐ F. Strategic management level
- ☐ G. Operational management level

Choose a true or false answer based on the statements below.

Statement

It is possible for managers to make routine decisions within the context of uncertain conditions.

- ☐ True
- ☐ False

Choose the single correct answer from the options provided.

During the second step in the decision making process managers are expected to set objectives (goals) on which they can based their decisions. The management of Checkers contacts you and state that they identified a few possible objectives and they want you to tell them which one of the following objectives is measurable.

- ☐ A. Our objective is to enter the international arena within the next 12 months.
- ☐ B. Our objective is the show growth and to reduce the turnover of our employees in the next 12 months.
- ☐ C. Our objective is to gain a competitive advantage in the industry.
- ☐ D. Our objective is to provide the best products and the lowest prices to our customers.

Choose the single correct answer from the options provided.

Which one of the following functional areas of management would have the largest impact on your success if you decide to establish a CTM (Ceramic Tile Market) in the area you live in? (take into account that there are no other competition)?

- ☐ A. Financial Management
- ☐ B. Human resources management
- ☐ C. Marketing management
- ☐ D. Operations management

Choose the single correct answer from the options provided.

The element in the macro environment which would have the greatest influence on the success of a company such as Dis-chem is.

- ☐ A. **Legislation.**
- ☐ B. Substitutes.
- ☐ C. **Competitors.**
- ☐ D. Suppliers.

Choose the single correct answer from the options provided.

Which one of the following well known South African based companies would be less likely to focus on enhancing their strategic managers' global awareness competencies?

- ☐ A. Bonitas medical aid
- ☐ B. Cell C
- ☐ C. Romans Pizza
- ☐ D. Shoprite

Choose the single correct answer from the options provided.

After the discovery last year of listeriosis at Enterprise and Rainbow Chickens the CEO, Lawrence MacDougall, decided to stop production at both these establishments for further investigation. Which type of decision would you say, he made in this regard?

- ☐ A. Adaptive decision
- ☐ B. Innovative decision
- ☐ C. Risk decision
- ☐ D. Routine decision

Choose the single correct answer from the options provided.

Based on your overall knowledge of General Management - Which managerial task lead to the situation Tiger Brands were in last year with the discovery of listeriosis at Enterprise and Rainbow Chickens?

- ☐ A. Planning
- ☐ B. Organising
- ☐ C. Leadership
- ☐ D. Control