ASSIGNMENT 1ST SEMESTER : BUSINESS MANAGEMENT (BM)
BUSINESS MANAGEMENT (BM101)

CHAPTERS COVERED : CHAPTERS 1 - 8
DUE DATE : 3:00 p.m. 18 MARCH 2014
TOTAL MARKS : 100
CASE STUDY : NEW-MAN

INSTRUCTIONS TO CANDIDATES FOR COMPLETING AND SUBMITTING ASSIGNMENTS

The complete ‘Instructions to Students for Completing and Submitting Assignments’ must be collected from any IMM GSM office, the relevant IMM GSM recognised Additional Tuition Centre or can be downloaded from the IMM GSM website. It is essential that the complete instructions be studied prior to commencing your assignment. The following points highlight only a few important notes.

1) You are required to submit ONE assignment per module.

2) The assignment will contribute 20% towards the final examination mark, and the other 80% will be contributed by the examination, however, the examination papers will count out of 100%.

3) Although your assignment will contribute towards your final examination mark, you do not have to earn credits for admission to the examinations; you are automatically accepted on registering for the exam.

4) Number all the pages of your assignment (e.g. page 1 of 4) and write your name and surname, student number and subject at the top of each page.

5) The IMM GSM requires assignments to be presented in a typed format, on plain A4 paper. Unless otherwise specified, this assignment must be completed within a limit of 1500 words, excluding the bibliography. Students who exceed the word limit may find that only part of the submitted assignment will be marked.

6) A separate assignment cover, which is provided by the IMM GSM, must be attached to the front of each assignment.

7) Retain a copy of each assignment before submitting, in case the original does not reach the IMM GSM.

8) The assignment due date refers to the day up to which assignments will be accepted for marking purposes. The deadline is 3:00 p.m. on 18 March 2014. Late assignments will be accepted, but 25 marks will be deducted from the maximum mark, if received after 3:00 p.m. on 18 March 2014 and up to 5:00 p.m. the following day, after which no assignments will be accepted.

9) If you fail to follow these instructions carefully, the IMM Graduate School of Marketing cannot accept responsibility for the return of the assignment. It may even result in your assignment not being marked.

Results will be available on the IMM GSM website: www.immgsm.ac.za on Friday, 2 May 2014.
SPECIFIC INSTRUCTIONS:
Refer to the case study, New-man attached and answer ALL the questions.
Please answer questions in a structured manner.
Clearly number your answers.
Include examples and applications if requested.

QUESTION 1 [16]

There are four basic resources available that can be used by New-man to manufacture and deliver its clothing, shoes and jewellery. Identify each of the four (4) basic resources and briefly describe each of these resources. Furthermore give a practical example of each of these resources, using the case study as your reference.

Present your answer using the following table:

<table>
<thead>
<tr>
<th>Resource (4 marks)</th>
<th>Description (4 marks)</th>
<th>Example from case study (8 marks)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

QUESTION 2 [10]

Management competencies can be described as a set of skills, knowledge, attitudes and behaviour that a manager needs to be effective in a variety of organisational settings and managerial jobs. Jenifer decides that all her management staff should undergo training in order to develop their management competencies. She appoints you as training consultant. Identify and briefly explain to her which top five (5) managerial competencies, based on research presented in Strydom (2011), should be developed.

QUESTION 3 [22]

The external business environment within which New-man conducts its business is continuously changing. Classify the two (2) sub-sections of the external business environment and indicate (name) which sub-elements and/or sub-environments are relevant to each. Briefly explain furthermore how each of these sub-elements and/or sub-environments could influence New-man’s business.

Present your answer using the following tables:

External environment 1: ___________________

<table>
<thead>
<tr>
<th>Sub-element</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
</tr>
<tr>
<td>etc.</td>
<td></td>
</tr>
</tbody>
</table>
External environment 2: ___________________

<table>
<thead>
<tr>
<th>Sub-element</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>etc.</td>
<td></td>
</tr>
</tbody>
</table>

Mark allocation:
Two marks to identify the correct external environments
One mark to identify each sub-environment correctly
One mark to explain each sub-environment correctly.

QUESTION 4 [10]

Consider the following statements regarding New-man's organising practises and complete the missing word.

Only write the number and the correct words on your answer sheet.

4.1 Eunice forms part of the second-level of the __________ indicating the line of authority that flows from the top of the business down to the non-managerial employees.

4.2 Mohammed has __________ over Paul indicating that he has direct authority as manager over Paul as an employee who is under his direct command.

4.3 Jenifer includes lower-level management in the decision-making process and therefore allows for __________ of authority.

4.4 Each employee based on his position in New-man has __________ which requires them to do certain work indicated by the nature, scope and details of their specific job.

4.5 Mavis allows for __________ when she allocates to her subordinates the responsibility and authority to make decisions about their organisational goals and carry them out in certain given situations.

4.6 Patrick appointed 12 additional salespeople. Therefore his __________ has increased because the number of employees reporting to him has increased from 36 to 48.

4.7 Petro as human resource manager has __________ when she advises Mohammed on the rules and regulations for interviewing new candidates and appointing new employees in his department.

4.8 Jenifer demands __________ from all managers, as she ensures that her management team in fact performs the job they are supposed to do, and that they do it correctly.

4.9 The current organisational structure is based on __________ because the three areas of focus at New-man are clothing, shoes and finally jewellery and accessories.

4.10 Jenifer wants to change her organisational structure in order for them to specialise according to different areas such as marketing, finance, logistics etc. She therefore prefers to establish a __________ organisation structure.
QUESTION 5 [14]

Identify the relevant management level and most appropriate management skill each of the following employees at New-man requires in order to fulfil his/her current managerial position.

Present your answer using the following table:

<table>
<thead>
<tr>
<th>Management level</th>
<th>Management skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td></td>
</tr>
</tbody>
</table>

5.1 Eunice as marketing manager
5.2 Paul as despatch supervisor
5.3 Mavis as financial manager
5.4 Jenifer as CEO
5.5 Petro as human resource manager
5.6 Mohammed as logistics manager
5.7 Patrick as sales team supervisor

QUESTION 6 [18]

Consider the following scenarios at New-man. Indicate in each case what type of control should be applied and on which transformation process control factor it is focused. Finally identify the relevant transformation process sub-factor of control, which is the focus for controlling in each of these cases.

Present your answer using the following table:

<table>
<thead>
<tr>
<th>Type of control</th>
<th>Transformation process control factor</th>
<th>Sub-factor of the transformation control factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Etc.

6.1 Petro evaluates potential candidates in order to obtain skilled, experienced and qualified sales employees who will be able to provide the required service.
6.2 Patrick measures the service given by his sales team in order to check whether it was up to standard.
6.3 Patrick controls all the activities relating to the selling of the clothing and shoes currently taking place at one of his retail outlets.
6.4 Mavis uses the financial statements and other reports in order to budget for the next financial year.
6.5 Mohammed evaluates the delivery of new materials in order to ensure that the required quality fabric is received in order to meet the vital standards before making a new batch of jeans.
6.6 Mohammed checks whether the suites manufactured are up to standard before despatching them to the different retail outlets.

PRESENTATION [10]

ASSIGNMENT TOTAL: 100
Case study: New-man

New-man is a South African fashion design and retail business and is increasingly becoming the fashion choice for the professional South African man. Its product range is designed and chosen with care and consists of three major groups: clothing, shoes and thirdly jewellery and accessories. Currently the organisation’s head-office is based in Cape Town and 12 fashion retail outlets are strategically positioned in key business centres throughout South Africa. Jenifer Black, entrepreneur and CEO of New-man saw the opportunity to dress men fashionably, years ago when her husband always complained he couldn’t get “nice things to wear”. Jenifer then realised the opportunity to establish a range of fashionable wear for men through a selective chain of retail outlets in the country.

Employees at New-man are renowned for excellent customer service in this competitive industry and admire their CEO for her continuous efforts to improve their lives and that of all stakeholders. Their CEO, Jenifer believes in developing a learning organisation and consults her functional managers such as Mavis (Financial manager) and Petro (Human resource manager) on a regular basis.

The marketing manager, Eunice, and her team have launched a new range of advertisements. The focus of this campaign is to remind customers of New-man’s aim to always be at the leading edge of men’s fashion and how they achieve this without damaging the environment, while conducting sustainable business and manufacturing practices. Furthermore their message confirms that New-man only use suppliers who aim to minimise their carbon footprint. New-man and their carefully selected suppliers only use transport, equipment, facilities and products which will minimise their impact on the environment. Patrick is the sales team supervisor of the 12 retail outlets and he and his 36 person sales team, reports to Eunice. As part of their support for New-man’s current advertising campaign, they are serving bottled mineral water from local sources, free to their customers in-store.

Mohammed, the logistics and procurement (purchasing) manager is constantly searching for greener and fashionable materials and products which are used at New-man for making their men’s clothing range and for retail purposes when it comes to their range of shoes, jewellery and other accessories. Mohammed and his team ensure that all controls are implemented and that all standards and deadlines are met, at all times. Mohammed currently has 12 employees reporting to him and Paul is the newest recruit who is working in warehousing as despatch supervisor.