

SECTION A (ANSWER IN THE GREEN BOOKS)**Answer all questions.****QUESTION 1 (Ms Sunjka)**With reference to the Genesis Case study, handed out before this exam:

- 1.1 Conduct a Short Cycle analysis (3 marks)
 1.2 Conduct a Long-Cycle analysis (12 marks)

TOTAL: 15 Marks**QUESTION 2 (Ms Sunjka)**

You have compiled the following information regarding a project you are working on:

ACTIVITY	PREDECESSORS	REQUIRED TIME (WEEKS)		COST	
		NORMAL	CRASH	NORMAL	CRASH
A	-	4	2	R 10 000.00	R 11 000.00
B	A	3	2	R 6 000.00	R 9 000.00
C	A	2	1	R 4 000.00	R 6 000.00
D	B	5	3	R 14 000.00	R 18 000.00
E	B,C	1	1	R 9 000.00	R 9 000.00
F	C	3	2	R 7 000.00	R 8 000.00
G	E,F	4	2	R 13 000.00	R 25 000.00
H	D, E	4	1	R 11 000.00	R 18 000.00
I	H,G	6	5	R 20 000.00	R 29 000.00

- 2.1 What is the critical path? (Present all information on a network diagram (9 marks)
 2.2 What is the estimated completion time? (1 mark)
 2.3 To shorten the project by three (3) weeks, which tasks would be shortened and what would the final total project cost be? (5 marks)

TOTAL: 15 MARKS**QUESTION 3 (Mr Hartmann)**

A major retail store in South Africa has recently negotiated a partnership of friendship with a major bubblegum manufacturer. Over a number of months, the bubblegum supplier's profits decrease, and to increase sales, they introduce price (and other) promotions. The chain store responds to this by stocking up, in other words buying large quantities of bubblegum during the promotion period and intends to sell them at the normal price once the promotions have ended.

QUESTION 3 CONTINUES OVERLEAF/....

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As a result of this, the bubblegum manufacturer experiences hugely varying sales volumes because the retailer does not need to buy new stock for an extended period of time. This drives up the costs of the bubblegum manufacturer and by extension their profitability. To respond to this, the manufacturer relies even more heavily on promotions. The store, by contrast, stock up even further. At this point, both parties blame each other for their woes and in particular for their increased cost and reduced profitability.

The manufacturer has shifted its focus away from product development and manufacturing, to marketing and promotions, whilst the store has shifted its focus from buying, selling and operational efficiency to hoarding and hedging.

- 3.1 Draw the causal loop diagramme that describes the above situation. (6 marks)
- 3.2 Identify the archetype in the above scenario. (2 marks)
- 3.3 Sketch a graph showing the collective gains, individual gains and animosity over time. (3 marks)
- 3.4 Briefly discuss what led to the breakdown of this partnership and which remedies may be put in place to overcome a similar situation in future. Confine this answer to bullet points and do not exceed ten lines of writing in your answer. (4 marks)

TOTAL: 15 Marks

QUESTION 4 (Mr Hartmann)

A PESTLE analysis is a useful way for organisations to structure their thinking for major decisions.

Barmill is a Canadian food company and grain trader. They control the global staple-food supply chain. Barmill operates huge industrialised wheat, maize, soya, and rice farms in thirty countries worldwide and then processes, stores, hedges and moves these commodities to markets globally, using their own fleet of ships, rail and trucks. When Barmill entered the Argentinian market, they bought over seven hundred adjacent farms (some at significantly above market value) and created a single super farm. This farm is located strategically near the port of Buenos Aires. The mega-farm is managed by an American farm manager and is staffed by 60 professionals, including accountants, engineers and agriculturalists. The farm is heavily mechanised, and employs a full time farm-labour force of 65 people, which remains constant during planting and harvesting times. Recent newspaper articles have suggested that Barmill underpays their labour.

- 4.1 Your consulting firm has been hired by Barmill to evaluate their entry into the South African market. Analyse their market entry, on the assumption that they might enter South Africa in the same way that they entered the Argentinian market. To answer this question, first state what each letter in the mnemonic PESTLE stands for, then give a brief discussion, not exceeding three lines inspired by this heading. (9 marks)

QUESTION 4 CONTINUES OVERLEAF/....

- 4.2 Mention mitigations, remedies or alternative approaches that Barmill will have to follow to allow them entry to the South African market. (3 marks)
- 4.3 Based on your analysis above, would you encourage your client to enter the South African market? Give your main reasons for this suggestion. (3 marks)

TOTAL: 15 Marks

SECTION B (ANSWER IN THE YELLOW BOOKS)

Answer all questions

With reference to the **Jeyes Wipes Case Study**, handed out prior to the exam, answer the following questions:

QUESTION 1 (Strategic Planning)

You are Stephen Mottram and you are contemplating putting together a management buyout (MBO) for the Wipes part of Jeyes business, as you believe that Wipes could thrive if it was a separate entity and did not have to carry the burden of the apportioned head office cost. You already have commercial market research data (table 40.2) on the UK market growth for each of your market segment products (SBUs). You also have a market research report on your market share of your market segment products in the UK market. This has shown that you have a **growing share** of the moist toilet tissue market, a **slightly declining share** of the cosmetic wipes market, a **very positively growing share** of the adult wipes market and a **declining share** of the baby wipes market. You have decided to do some preliminary analysis of the business in preparation for preparing a comprehensive Business plan.

- 1.1 On the attached copy of the Boston Consulting Group Matrix, position the four market segment products. List the classification (dog, cow etc.) of each product group with a brief explanation of what action you would take for each of them. (No more than 50 words) (12 marks)
- 1.2 Perform a SWOT analysis and identify 4 strengths, 4 weaknesses, 4 opportunities and 4 threats related to operating Wipes as a separate business. (8 marks)

TOTAL: 20 Marks

SECTION B CONTINUES OVERLEAF/....

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QUESTION 2 (Motivation)

You are the Jeyes Wipes Divisional Managing Director and you have heard that Stephen Mottram is disenchanted with the new organisation of the group and that he and Gary Swanson are thinking about the possibility of a Management Buyout. You have reported this to the new Group Chief Executive who has asked you to analyse the factors which are motivating or de-motivating Stephen.

- 2.1 You are required to assess Stephen's motivation in terms of 3 of Herzberg's hygiene factors and 3 of his motivators. List the factors and indicate your assessment with a mark out of 10 and, in less than 50 words, your reason for this assessment (12 marks)
- 2.2 You are also required to assess Stephen's motivation in terms of McClelland's three needs theory. Give your assessment against each of the needs in not more than 100 words. (6 marks)
- 2.3 Which of the series of motivation do you consider to be more useful? Give your assessment in not more than 100 words. (2 marks)

TOTAL: 20 Marks

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Detach and submit with your answer book.

STUDENT NUMBER _____

Boston Consulting Group Matrix

Worksheet

		GROWTH IN MARKET SHARE							
		Decreasing Very Negative	Negative	Slightly Negative	Neutral	Slightly Positive	Positive	Very Increasing Positive	
MARKET GROWTH	Growing								
	Very Positive								
	Positive								
	Slightly Positive								
	Neutral								
	Slightly Negative								
	Negative								
	Very Negative								
	Declining								