

**UNIVERSITY OF KWAZULU-NATAL**  
**SCHOOL OF AGRICULTURAL, EARTH & ENVIRONMENTAL SCIENCES**  
**DIETETICS & HUMAN NUTRITION**  
**EXAMINATION: NOVEMBER 2014**  
**SUBJECT, COURSE & CODE: FSMT 333 P2**  
**MANAGEMENT, THEORY & PRACTICE**

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**DURATION: 3 HOURS**

**TOTAL MARKS: 120**

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**External Examiner: Dr R Lategan**  
**Internal Examiner: Dr N Wiles**

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**NOTE: THIS PAPER CONSISTS OF TWO (2) PAGES; PLEASE SEE THAT YOU  
HAVE THEM ALL. PLEASE ANSWER ALL QUESTIONS.**

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**Scenario:** You have been appointed as the provincial manager of a food service company called Fabulous Food. Your company has obtained contracts to work in all of the private boarding schools in Pietermaritzburg.

**Question 1:**

You have been faced with an ethical dilemma – your boss has told you that he is unable to increase your salary this year, however he will “look the other way” if you load your personal expense account for a few months. Describe the various levels ( $\frac{1}{2} \times 10$ ), approaches ( $\frac{1}{2} \times 11$ ) and steps ( $\frac{1}{2} \times 9$ ) that should be followed in order for you to make an ethical decision regarding this dilemma. **Total ( $\frac{1}{2} \times 30$ ) [15]**

**Question 2:**

You decide to delegate some of the more routine tasks that take up a lot of your time as a provincial manager. Discuss the principles that you can use to improve the delegation process?

**Total ( $\frac{1}{2} \times 30$ ) [15]**

**Question 3:**

Differentiate between a leader and a manager. In your answer explain the traits that are unique to each personality. **Total ( $\frac{1}{2} \times 30$ ) [15]**

**Question 4:**

The Finance Manager of Fabulous Food has contacted you because he is concerned that a few of your units have been exceeding their monthly budget. You have requested a meeting with the managers of these units. Discuss the various cost areas that you will include when trying to determine the reason for the overspending at each school’s unit. **Total ( $\frac{1}{2} \times 40$ ) [20]**

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**Question 5:**

Your colleague is considering resigning from Fabulous Foods and starting her own business. However she is not sure regarding the type of business that she would like to run.

- 5.1 What advice would you give to help your colleague create ideas for a possible business? ( $\frac{1}{2}$  x 14) [7]
- 5.2 Once she has created her ideas what information would you recommend that she obtain to ensure that the business idea that she ultimately picks is a calculated risk and not a “gamble”? ( $\frac{1}{2}$  x 12) [6]

**Total [13]**

**Question 6:**

Discuss the components that contribute to the marketing mix. Limit your answer to **four** points for each component. **Total** ( $\frac{1}{2}$  x 20) [10]

**Question 7:**

Describe the characteristics of a good project manager ( $\frac{1}{2}$  x 16) as well as the areas of knowledge involved in project management ( $\frac{1}{2}$  x 18). **Total** ( $\frac{1}{2}$  x 34) [17]

**Question 8:**

Businesses are continually exposed to change.

- 8.1 Discuss the main types of change ( $\frac{1}{2}$  x 8) as well as the steps ( $\frac{1}{2}$  x 8) that occur during this process. ( $\frac{1}{2}$  x 16) [8]
- 8.2 List the best methods that can be used to assist employees to accept change. ( $\frac{1}{2}$  x 14) [7]

**Total [15]**