

UNIVERSITY OF SWAZILAND
INSTITUTE OF POST-GRADUATE STUDIES

M. ED (ADULT EDUCATION) YEAR II
FINAL EXAMINATION– MAY, 2011

TITLE OF PAPER : MANAGEMENT OF RESOURCES
COURSE CODE : MAE 605
TIME ALLOWED : THREE (3) HOURS
INSTRUCTIONS : ANSWER ALL QUESTIONS IN SECTION A
AND ONE (1) QUESTION IN SECTION B –
THREE (3) QUESTIONS IN ALL

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BY THE INVIGILATOR

Section A

Answer both questions from this section

Question 1

Case Study

The Troubles of Bata Shoes

In 1995, Barry Spencer, Pretoria-based Shoe Company seemed poised on the verge of rising from a recent history of poor performance.

Collin Bata, co-owner of the firm, had appointed a nonfamily member as chief executive officer (CEO). The new CEO, Morris Drummond, hired seven other outside executives. The belief was that the new leadership would turn the company around, bringing it back into a position of dominance. Within about 15 months, however, all but one of the outside senior executives were gone, including Drummond, mainly because Collin Bata and his wife Julian continued to maintain a stronghold over the company.

Moreover, Keith Thompson, one of the outside managers brought in with Drummond filed a lawsuit against Bata in 1996, alleging that the Bata family “continually stymied efforts by the recently ousted management to move the company in a fresh direction”. Thompson also claims Collin Bata “was desirous and insistent on continuing to control and direct the day-to-day operations of Bata”.

Bata Shoe Company, once dominant in South Africa, is now fifth in shoe stores, just slightly ahead of Wall-Mart. So what happened? In terms of strategy, Bata does all of its own manufacturing, retailing and brand management on a large scale, unlike any other footwear company. It has continued to do what it has been doing for many years, without considering changes in both the marketplace and global forces.

Julian and Collin Bata oversee most of the decisions made for the company, which is possible because the Bata family owns the company. Bata Shoes currently has an acting CEO and an “executive chairman” of global holdings, but no robust leadership. It seems to be resisting fundamental change. As *Report on Business* writer Nicholas Bonito notes, “Two (2) opposing sets of values mingle uneasily– the aggressive, combative nature of the business world, versus the family’s traditional nurturing role of protecting its weakest members”.

Bata operates in an environment that is extremely competitive. Between 1987 and 1993, sales of shoes in South Africa fell four (4) percent, while the number of shoe shops fell to less than 1000 from 1500. Both Durban-based Almedo Group, Limited, and Kimberly-based Roots have been successful under these conditions. Each has identified strategies that work in a competitive environment. Bata’s leadership seems less able to make such a transition.

Questions

- 1. Given the facts of the case, does Bata appear to be acting as a learning organisation? [5 marks]
 - 2. What might be some of the major barriers to ‘organisational learning’ for Bata? [20 marks]
 - 3. How would you characterise Bata, using the competing values framework? [15 marks]
- [Total marks = 40]

Question 2

With the aid of examples, critically examine the opportunities and/or benefits of economic globalisation accruing to countries of the South. Is there any harm caused to these countries? Explain fully [30 marks]

Section B

Answer one (1) question from this section

Question 1

(a) In your words, define the term 'management'. Illustrate your definition by using an example of a manager and a non-manager [15 marks]

(b) In what way is management an art? A science? Is it also a profession? [15 marks]

Be as complete as possible in your answer [Total marks = 30]

Question 2

(a) What are the three (3) phases involved in the planned change process? Explain each [9]

(b) How can managers be 'change' agents in an organisation? [5 marks]

(c) Identify four (4) methods for dealing with resistance to change and explain the advantages and drawbacks of each method [16 marks]

[Total marks = 30]

Question 3

(a) "Resistance to change is an irrational response". Do you agree or disagree? Explain [10]

(b) Why is participation such an effective technique for lessening resistance to change? [10]

(c) How does Lewin's (1951) three-step model of change deal with resistance to change? [10]

[Total marks = 30]

End of Question Paper