Case study: Moshe’s Manufacturing

Moshe Madlala started a business manufacturing leather products, which he exports. He purchased a factory building and warehouse and converted the warehouse to admin offices. The organisational structure of the business looks like this:

```
Owner and general manager: Moshe Madlala

Factory manager: Patricia Moloi
  - Floor supervisor: Christian Clack
    - Factory floor workers: Team of 5
  - Process supervisor: Smythe Peterson
    - Process workers: Team of 6

Admin manager: Jake Smith
  - Financial supervisor: Sally Ford
    - Accounting clerks: Team of 4
  - Admin supervisor: Tshepiso Dlamini
    - Admin clerks: Team of 4
```

a) Why do you think did Mr Madlala need both a factory manager and an admin manager in his business? [1 mark]
b) Who do the accounting clerks report to? [1 mark]
c) Who do the process workers report to? [1 mark]
d) Who do the financial and admin supervisors report to? [1 mark]
e) Why is it important for people to know who they report to? [1 mark]
f) What benefit does this kind of organisational structure hold for the general manager? [1 mark]
g) What is a job description? [1 mark]
h) Why is a job description important to an employee? [1 mark]
i) Why is a job description important to an employer? [1 mark]
j) Why is organisation important in a business? [1 mark]

[Total: 10 marks]
## Suggested Solutions

<table>
<thead>
<tr>
<th>Question number</th>
<th>Possible marks</th>
<th>Solution</th>
</tr>
</thead>
</table>
| 1               | 10             | a) The factory and admin areas are two different work areas, each with their own workers. The factory manager would understand about factory work and the admin manager about administrative work. [1 mark]  
b) The accounting clerks report to the financial supervisor. [1 mark]  
c) The process workers report to the process supervisor. [1 mark]  
d) The financial and admin supervisors report to the admin manager. [1 mark]  
e) People should know who they report to so that they can understand what their supervisors expect of them. They need to know who to report problems regarding the work to and whom to ask for advice and help. [1 mark]  
f) This structure allows the general manager time to focus on bigger decisions of the business, because he has the managers and supervisors in place to handle smaller business decisions and the general day-to-day operations of the business. [1 mark]  
g) A job description is a description of all the general tasks, functions and responsibilities of an employee with specifications such as to whom the employee reports and who reports to the employee. [1 mark]  
h) A job description is important to employees, for they need to know what their job entails, what is expected of them and how they have to perform their duties. [1 mark]  
i) A job description is important to an employer, for it gives the employer something to measure the performance of the employee against. [1 mark]  
j) A business cannot function properly without organisation. If everybody knows their place in the business and what they are supposed to do, the business can be productive and profitable. [1 mark]  |