SECTION A

As a dietician/nutritionist employed by a wellness company you have been tasked with launching Lifestyle related clinics (e.g. diabetic, hypertensive and cardiac clinics). Your area of responsibility is the greater Pietermaritzburg region.

QUESTION 1:

The lifestyle related clinics is a new service that the company has decided to offer. In order to finance the expansion of services they would need to submit a business plan to secure funding. As the dietician/nutritionist you have been tasked to complete the competitive analysis section of the business plan. Describe in detail what you would include in the competitive analysis.

[10]

QUESTION 2:

Explain how you would evaluate the potential target market for your product.

[15]

QUESTION 3:

Describe in detail how you would market this service to your target market. Include the four components of marketing mix in your discussion.

[20]
SECTION B

QUESTION 4:

You are employed as head of department of Dietetics and Nutrition in the South African Military Health Services (SAMHS) in KwaZulu Natal. You have dieticians and nutritionists employed at the different units throughout KwaZulu-Natal. The SAMHS ensures the provision of a comprehensive service which includes a food and nutritional advisory service, clinical dietetic services and nutrition education programmes. SAMHS also adopts a multi-disciplinary approach in the management of patients.

4.1 In order to ensure that you provide dietetic/nutrition services in line with the strategic goals of the organization it is important to have a budget in place. Discuss the advantages and disadvantages of budget planning for the dietetics and nutrition department. [20]

4.2 The majority of dietetic/nutrition posts in SAMHS KZN are occupied by entry level dieticians/nutritionists. As head of department of dietetics and nutrition you are not confident that these dieticians/nutritionists would be able to handle the tasks assigned to them. You find yourself constantly travelling throughout the bases in KwaZulu-Natal to ensure that service delivery is not compromised. However this is taking up a lot of your time and you do not have time to focus on pertinent management issues. You now realise that delegation is an important process available to you as a manager. Discuss why delegation is important, the process and give guidelines to make delegation a success. [15]

QUESTION 5

Using the adapted product-market matrix how would you go about exploring new venture ideas as a dietician/nutritionist in a business environment. Give an example of the different ideas generated in each quadrant. [10]
QUESTION 6

You are employed as a food service manager by a food service company at a government organisation. Various companies have put in tenders for the provision of fresh meat supply. However as a result of corrupt practices the procurement department has awarded the tender to a supplier that does not meet the specifications and environmental health standards as specified in the tender. However if you cancel the tender you would have to go through the process of selecting another supplier, which will result in delays. This would affect menu planning and the provision of nutritionally balanced meals, which would place the foodservice company in bad light. This is really bad timing as it is now the period for review of your tender by the client and this incident could affect the renewal of the tender.

6.1 Discuss the steps that you as food service manager would take in resolving this ethical dilemma. [10]

6.2 What can the organization do to ensure that workers and managers follow ethical standards? [10]

QUESTION 7

An old age home had its in house kitchen providing meals to residents. However a decision was made to hire a food service company to provide this service. Provision was made for the existing food service personnel to be incorporated by the new food service company in their structure. This implies that the existing staff will go through a period of change. Discuss the factors that could result in resistance to change and how you would go about overcoming this resistance to change. [20]