FEEDBACK TUTORIAL LETTER

1st SEMESTER 2019

ASSIGNMENT 1

ADMINISTRATIVE MANAGEMENT A

ADM710S
CENTRE FOR OPEN AND LIFELONG LEARNING

BACHELOR OF OFFICE MANAGEMENT & TECHNOLOGY

ADMINISTRATIVE MANAGEMENT A (ADM710S)

FEEDBACK LETTER NO. 1 FOR FIRST SEMESTER 2019

COMPILED BY: DDJ FREDERICKS
APRIL 2019
Dear Students

On the average the assignment was answered well. Most of the students have shown an understanding of the work for this assignment. However not all students have familiarized themselves with all the reading materials resulting in poor results in some of the questions.

Remember to always read your instruction twice before answering it. Many of you are not reading and re-reading your questions to ensure that you know what information I require. You are therefore giving me information that was not required. A few students did not read the prescribed study materials.

Wish you good luck for the next assignment and for the examination.

COMMENTS ON ASSIGNMENT 1

QUESTION 1

The majority of the students answered this question reasonably well. The average marks for this question were 5 marks. The highest mark obtain was 8. A few students did not read the prescribed study materials and therefore did poorly in the question.

FEEDBACK

1.1 Read each question carefully and choose the correct answer: 1, 2, 3 or 4.

Questions 1 to 3
Study the following table and answer questions 1 to 3 that follow after the table:

<table>
<thead>
<tr>
<th>COLUMN A Approach</th>
<th>COLUMN B Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) bureaucratic</td>
<td>a) grew out of the need to find guidelines for managing complex organisations such as factories</td>
</tr>
<tr>
<td>b) scientific management school</td>
<td>b) scientific methods were used to study people in their working environment</td>
</tr>
<tr>
<td>c) the human relations movement</td>
<td>c) is based on the researcher's belief that there is one best way to perform any task</td>
</tr>
<tr>
<td>d) the process approach</td>
<td>d) stressed the need for a strictly defined hierarchy, governed by clearly defined regulations and authority</td>
</tr>
</tbody>
</table>

Feedback letter 1 ADM710S 2019
Select the **management theory** in column A and the **key idea** of the theory in column B to match the work of the following **management researchers**:

1. Henri Fayol
   
   1. a b  
   2. b d  
   3. c c  
   4. d a  

2. Frederick W Taylor
   
   1. a d  
   2. b c  
   3. c b  
   4. d a  

3. Max Weber
   
   1. a d  
   2. b a  
   3. c c  
   4. d b  

4. The basic premise of the **contingency approach** to management is that the application of management principles depends on the particular situation that management faces at a given point in time.

Which of the following are major contingencies?

a. external environment  
b. the organisation's capabilities  
c. most suitable management approach  
d. managers and workers  
e. technology

1. a b c  
2. b c d  
3. b c d e  
4. a b c d e
5. The _____ approach to management views an organisation as a group of interrelated parts with a single purpose: to remain in balance.

1 systems
2 total quality management
3 re-engineering
4 learning organisation

6. The view that organisations should be learning organisations _____.

1 entails focusing on the organisation as a whole rather than focusing on the performance of individual departments
2 attempts to create an organisation committed to continuous improvement
3 was pioneered by Peter Senge
4 focuses on the fundamental issue of how organisations are structured

7. _____ is a fundamental reappraisal about how organisations operate and involves reinventing existing organisations and not merely changing them in incremental steps.

1 Total quality management
2 The contingency approach
3 The learning organisation
4 Re-engineering

8. _____ is a philosophy of management that is driven by competition and which was inspired by a small group of experts, the most prominent of them being W Edwards Deming. In this philosophy, the term "customer" is expanded beyond the traditional definition to include everyone who interacts with the organisation, _____ either internally or externally.

1 The contingency approach; customer needs and expectations; product or service
2 Total quality management; customer needs and expectations; product or service
3 Learning organisations; the importance of the customer; management environment
4 Re-engineering; a reappraisal of how organisations operate; customers
Question 2.

The majority of the students answered this question reasonably well.

Feedback

Describe the management implications of a diversified workforce.

- Workforce witness heterogeneity of gender, race, ethnicity.
- It also include the physically disabled, gays and lesbians, the elderly, and those who are significantly overweight.
- The most important requirement for managers is sensitivity to the differences among individuals.
- That means they must shift their philosophy from treating everyone alike to
- Recognising differences and responding to those differences in ways
- That will ensure employee retention and greater productivity.

Question 3

The majority of the students answered this question reasonably well.

Feedback

Explain the importance of environmental scanning.

- The environment is changing constantly – management should make a conscious effort to scan it in an effort to keep up with change.
- Environmental scanning is necessary to determine whether factors in the environment constitute a threat to the organisation’s current mission, goals and strategy.
- Scanning is also necessary to determine which factors in the environment offer opportunities to the business organisation.

Question 4

There was evidence of some confusion in candidates' responses. You had to discuss the effects of the revolutionary environment and indicate what managers can do to effectively function in such an environment.
Feedback

The current and near-future environment can be described as revolutionary - in contrast to previous environments that were described as evolutionary. Briefly discuss the effects of the revolutionary environment and indicate what managers can do to effectively function in such an environment.

- Revolutionary environment is known for its unpredictable, drastic change - (discontinuous change).
- Forecasting becomes impossible
- Managers need to become familiar with scenario development, that is the visualisation of alternative futures.
- Organisations needs to respond rapidly to changing scenarios and therefore needs flexibility in its workforce.
- Break down internal barriers and replace them with process-driven, customer-focussed and multidisciplinary structures.
- Managers need to understand the big picture. (assess the implication of their decisions on different people).
- Managers must be able to work with a mobile workforce (project basis).
- Manager must be able to manage the knowledge supplied by experts.
- Managers will become increasingly mobile in future and will be appointed to manage specific projects only.
- Managers will have to recognise individual differences and responding to the differences in acceptable ways.
(page 49 – 51)

Question 5

The majority of the students answered this question reasonably well. The average marks for this question were 12 marks. The highest mark obtain was 17.

THE COMPLEX NEEDS OF SOCIETY

Today, more than ever before, society depends on business, government and not-profit organisations to meet the changing needs of all its members. As diverse as they are, they all strive to achieve their goals and use the same management practices to ensure their sustainability.

Toyota South Namibia fills the need for individuals to move around and the trucks it is selling meet the needs of contractors and suppliers. Woermann & Brock makes consumer products
available nationwide. Many photographic shops satisfy the need to preserve memories of an important event. Through their products and services, MTC, and TELECOM fulfil the need of individuals to communicate with one another. Some business organisations, such as Old Mutual, Santam, and Namibia Airways, fulfil consumer needs through the sale of services rather than products.

Many industrial organisations supply raw materials and specialised products and services to manufacturers and producers.

All these organisations have one thing in common: to reach their goals as efficiently as possible. Business organisations strive to reward their investors and owners with a profit by maximising their outputs and minimising their inputs. Government officials and sport administrators - like all business people - are responsible for efficient performance and minimal waste of resources. In the operation or administration of their organisations they, too, seek good management. All organisations, but especially business organisations, bring together society's resources, namely: people, money, raw materials and knowledge.

5.1 How do organisations reward their investors?

Business organisations strive to reward their investors and owners with a profit by maximising their outputs and minimising their inputs.

5.2 What do all these organisation has in common.

- To reach their goals as efficiently as possible.
- Bring together society's resources, namely: people, money, raw materials and knowledge.

5.3 Namibia has a critical shortage of managers. Briefly explain why organisations need managers.

- Organisation can best satisfy needs of society by means of productive use of limited resources.
- Fundamental economic principle: To achieve the highest possible satisfaction of needs.
- Business organisations are subject to this principle – management try to achieve the highest possible output (profit) with lowest input.
- Reason for management existence: To Plan, organize, lead and control or resources.

5.4 Differentiate between efficiency and effectiveness.

- Efficiency: A measure of how well resources are used to achieve a goal. Usually, managers must try to minimize the input of resources to attain the same goal.
• Effectiveness: A measure of the appropriateness of the goals chosen (are these the right goals?), and the degree to which they are achieved. Organizations are more effective when managers choose the correct goals and then achieve them.

5.5 Explain what is meant by the term "Management"

Management is a process whereby people in leading positions utilise human and other resources as efficiently and productively as possible in order to provide certain products or services, with the aim of fulfilling particular needs and achieving the stated goals of the business.

5.6 “Managers have to manage the resources of the organisation to achieve organisational goals.” Discuss the statement.

• Bring together society’s resources. (HR, FR, PR, IR)
• Produce products and services to meet needs.
• Managers brings resources together and
• Decides which resources and in what quantities are necessary to achieve org’s goals.
• They plan and execute what must be done to attain those goals.
• They – responsible for success and sustainability of their organisations
• And for level of need satisfaction in society.
• Depends on competence of its managers.
• If managers do their job well, the organisation will be successful.
• Country on the whole will prosper.

GENERAL REMARKS:

1. Please go through your tutorial letter carefully. Thereafter take you study guide and the prescribed textbook next to each other and work through each chapter.

2. The study guide only explains certain parts of the prescribed book - you cannot study it alone or try to do the assignments without additional sources.

Enjoy your studies.

DDJ Fredericks

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