FEEDBACK TUTORIAL LETTER

2\textsuperscript{nd} SEMESTER 2019

ASSIGNMENT 2

ADMINISTRATIVE MANAGEMENT A

ADM720S
CENTRE FOR OPEN AND LIFELONG LEARNING

BACHELOR OF OFFICE MANAGEMENT & TECHNOLOGY

ADMINISTRATIVE MANAGEMENT A (ADM720S)

FEEDBACK LETTER NO. 2 FOR SECOND SEMESTER 2019

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SEPTEMBER 2019
Dear Students

This was the second and last assignment and these two assignments give you admission to the examination (or not).

Most of you have gone through the chapters which were indicated and I found the answers on the whole satisfactorily. Although I must state that there were some students who did not read the questions properly and gave me answers which were totally wrong.

The class average for this assignment was 60%. The highest mark was 70%. Students are once again reminded to study the relevant chapters in your prescribed book.

Wish you good luck for the examination.

COMMENTS ON ASSIGNMENT 2

QUESTION 1

This question was answered well by most of the students.

Feedback

Management's responsibility goes well beyond making profits to include protecting and improving society's welfare.

1.1 Define social responsibility? 

Corporate 'social responsibility' refers to the extent to which businesses channel resources towards improving one or more segment of society other than the firm's stakeholders. A firm's obligation, beyond that required by the law and economics to pursue long-term goals that are beneficial to society.

(2 x 1)

1.2 Discuss 5 arguments in favour for social responsibility.

- Management's responsibility goes well beyond making profits to include protecting and improving society's welfare.
- Managers have the skills and authority to attend to social problems by funding and providing facilities.
- The profitability as well as the growth of the business depends on the existence of a stable orderly society.
• Participation in broad social responsibility is one of the best methods of promoting the business’s public relations and of gaining the goodwill and support of the public.

• By accepting social responsibility the business prevents the government from implementing restrictive legislations and regulations.

• Social involvement requires the business to be effective, to use scarce resources in the best way possible and to bring about the best possible employment opportunities and job satisfaction.

• Business in more favourable position than government to attend to urgent social problems without delay because business is not bound by politics and is more flexible and adaptable than government structures.

1.3 Discuss 3 arguments against social Responsibility. (from the business perspective) (6)

• Business tasks is to produce quality goods and services and to satisfy the needs of the customer.

• The economic function of the business is maximisation of profits.

• It is unfair to burden managers with social problems because they do not necessarily have political and social skills at their disposal.

• Social involvement can have a negative influence on the business’s competitiveness owing to the time that personnel has to spend on it.

• The spending of shareholders’ funds on social issues may be illegal.

• Pointless to spend funds on social responsibility programmes without measuring the yields on the investment.

QUESTION 2

The diagram below illustrates the pattern of communication in a group.
With the aid of this diagram, answer the following questions:

2.1 Who is the group leader? (Give a reason for your answer) (2)
   • Person 2 is the group leader because he can communicate with almost everybody in the group.

2.2 Why is person 4 not communicating with anybody in the group? (Possible barriers). (2)
   • Person 4 isolates himself from the group because he is not comfortable with the language used in the group;
   • And this influences his participation (input).

2.3 What can the group leader do to ensure a person’s participation? (2)
   • The group leader should ensure that he uses the communication medium that can be easily understood by everybody in the group.

Question 3

There was evidence of some confusion in candidates' responses. A few students did not indicate why it is so complex for managers to understand communication.

Feedback

What is the role of communication in the organisation and why is it so complex for managers to understand? (10)
   • Communication is the process that managers use to interact with subordinates, peers, supervisors, customers, suppliers, owners, public, etc.
   • The ability to communicate well is a critical skill in determining managerial success.
   • This involves a broad array of activities including reading, listening, managing, interpreting information, serving clients, writing, speech making and using of symbolic gestures.
   • These communication activities become more complicated with the integration of technology, increased diversity and more globalization.
   • Face-to-face or overseas transmission, communication is a complex process that requires constant attention so that intended messages (meanings, understanding and feelings) are sent and received.
   • Inadequate communication is the source of conflict and misunderstanding.
   • It interferes with productivity and profitability.
• Communicating effectively is much more than just saying or writing the correct words,
• How we communicate is affected by frame of reference, emotional status, the situation and preferred styles of communication.
• Communication is essential to management because it encompasses all aspects of an organisation and pervades organizational activity and to get things done in the organisation.

(Any 5 x 2)

Question 4
You had focus on performance standards for private hospitals.

Feedback
What type of performance standards will be developed for the typical private hospital in Namibia? (8)

• Profit, market share, productivity and staff development standards.
• Private hospitals are run like any profit-oriented business enterprise, name on a profit basis.
• Profit standards are therefore vital importance to monitor the amount of profit generated within a specific period of time and
• To get an indication of return on capital.
• The same principal applies to market share, because private hospitals are within the same industry as state-owned and other private hospitals, all aiming at the same total market,
• Whereby productivity standards are universal,
• As well as staff development, to ensure excellent service to patients.
• Financial analysis
• FA can be used to complement budgets as an instrument of control.
• Certain financial ratios enable management to control the enterprise’s financial resources
Question 5
This question was answered well by most of the students.

Feedback
Control is a critically important managerial function because it helps ensure that all of our planning, organising and leading have gone as we intended.

5.1 Define control
- Involves a systematic process through which managers can compare real performance with plans, standards and objectives and take corrective action if deviations occur.

5.2 Distinguish between the three types of control.
- Preliminary Control:
  - Anticipate and prevent possible problems.
  - Purpose is to prevent problems for which these resources may be responsible rather than solving problems after they occur.
  - E.g. preventative maintenance of machine to prevent breakdowns/control of materials to prevent quality problems.
- Screening Control:
  - Action taken as resources are transformed into products & services
  - In order to ensure that standards for products and service quality are met.
  - Periodic quality checks point out to workers what, if any, corrective actions to take.
  - E.g. Quality checks at car assembly plants.
- Post-action control:
  - Focus on outputs of transformation process.
  - And involves actions taken to fix faulty output.
  - E.g. Final inspections before cars go out.
  - Provide management with valuable information for future planning.
• **Pre-control** - most desirable – aims at preventing anticipated problems
• **Steering control** – while the work is done – at supervisory level. Corrections on the spot before becoming costly
• **Post control** – concentrates on end results i.e. budget control and sales figures

OR

• **Feedforward**: use in the input stage of the process. Managers anticipate problems before they arise. E.g. Managers can give rigorous specifications to suppliers to avoid quality
• **Concurrent**: gives immediate feedback on how inputs are converted into outputs.
• Allows managers to correct problems as they arise. Managers can see that a machine is becoming out of alignment and fix it.
• **Feedback**: provides after the fact information managers can use in the future.
• Customer reaction to products are used to take corrective action in the future.

5.3 **Organisations are increasingly employing controversial mechanisms to control the behaviour of individuals and groups within the organisation. Identify the ethical dilemmas in employee monitoring.**

• **Drug testing**: Organisations require job applicants to submit to a drug testing test.
• Testing current employees: Random testing, Probable cause, after an accident.
• Undercover surveillance: organisations often resort to a variety of surveillance techniques to control a variety of illegal activities (theft, fraud, burglary etc.)
• Computer monitoring: Work of staff can be monitored without their knowledge to measure employee’s performance rather than detecting illegal activities.
• Many questioned to whether this violates worker’s right to privacy – and argue it is more appropriate to judge the net output of employees’ efforts.
• There are no easy answers to the ethical questions raised by these control methods.
GENERAL REMARKS:

GUIDELINES FOR THE EXAMINATION

Please students: study hard for the examination. All units have to be studied. Attempt to write the first opportunity. You put yourself under great stress if you keep postponing one subject. The format of the question paper will be:

4 questions are given and you have to answer all four (4) questions. The total marks for the examination are 100.

Your first 10 minutes after receiving the examination paper should be spent familiarising yourself with the questions. Make sure your give the answer as set by the examiner. Students sometimes fail because they do not answer the question. ANSWER ALL QUESTIONS – DO NOT LEAVE OPEN SPACES.

Start soon and follow a study plan: Develop a formal schedule allowing you to start reviewing your work well in advance of the examination date. Doing smaller sections of the work at regular intervals over a period of time aids the quality of the recall and it also lessens the stress you may experience on the day.

Should you have any further queries please contact my at the telephone or e-mail stated below:

We wish you success in the November 2019 examination session.

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