FEEDBACK TUTORIAL LETTER

2nd SEMESTER 2019

ASSIGNMENT 1

ADMINISTRATIVE MANAGEMENT B

ADM720S
FEEDBACK LETTER NO. 1 FOR SECOND SEMESTER 2019

COMPiled by: DDJ Fredericks
August 2019
Dear Students

Congratulations, the majority of you have passed the assignment. The class average for this assignment was 72%. The highest mark was 84%.

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. Students are once again reminded to study the relevant chapters in your prescribed book.

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

Enjoy your studies.

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COMMENTS ON ASSIGNMENT 1

QUESTION 1
This question was answered well by all the students. The average marks for this question were 22 marks. The highest mark obtain was 24. The lowest mark was 19.

FEEDBACK
QUESTION 1

Read the passage below and answer the questions that follow.

Kenneth Chenault on Distinguishing Features of Exceptional Leaders

According to Kenneth Chenault, chair and CEO of American Express, there are six distinguishing feature or attributes that he believes are the foundation for becoming a skilled and exceptional leader. The first attribute is integrity. Chenault believes it is this core principle on which true leadership is built. Integrity is about being consistent in words and actions. When you are trying to lead others, they look consistency.

The second feature is courage. It requires courage to offer a different perspective and challenge current or popular views. It requires courage to speak out, especially when one doesn’t personally benefit from it. To build followership, one has to be courageous and come from the core value of integrity.
The third attribute is being a team player. Strong team players engage in confrontation when that’s what is really needed. They provide constructive feedback and help the team improve.

The fourth attribute is execution skills. This means a personal commitment to take decisive action that benefits the organization.

The fifth distinguishing feature is development of people. This refers to facilitating the achievement of others and helping them to succeed. Chenault judges the success of a leader by the success of the people who are the fellowship.

The sixth leadership attribute is being proactive. A leader has to take actions and make things happen. Chenault believes that it’s a lot easier to be a good leader in good times that in bad, but a reputation for leadership over the long term is established during times of change.

Today, the stakes are incredibly high. The need for leaders to stand for something and act from principle is more important than ever. Chenault confirms that the personal integrity is a very big thing with him and believes that you shouldn’t sell yourself to the highest bidder. If you don’t believe in the product or ideals of a company or organization, he contends don’t accept the job. Dedicate yourself to a core set values. Without them, you will never be able to find personal fulfillment, and you will never be able to lead effectively.


Questions

1.1 Define a leader and explain the difference between leaders and managers

Leadership:
• The process by which a person exerts influence over other people,
• Inspires them, and directs their activities to help them reach group goals.
• The process of influencing employees to work willingly towards reaching their goals.

Management
• Management is about coping with complexity of practices and procedures to make organisations work
• Management is wider than leadership.
• Manager responsible for more tasks than leading.
• Management involved in everyday running of business
1.2 Briefly identify and explain (define) the six distinguishing features or attributes of exceptional leaders as discussed in the case study. (6)

- Integrity
- Courage
- Team player
- Execution skills
- Development of people
- Be proactive

1.3 Leaders are born, not made. Do you agree with this statement? Motivate your answer by referring to the appropriate leadership model. (6)

- The comment that leaders are born, not made, refers to the trait leadership models.
- These models assume that certain physical, social, personality and personal traits are inherent within leaders and
- That these traits can distinguish leaders from nonleaders.
- Common sense suggest that effective managers differ from less effective managers in terms of their interest patterns, interpersonal skills and some personality traits.
- However no sets of leadership traits can be use consistently as standards by which individuals can be designated as either potential leaders or nonleaders.
- In general leadership appears to be a learned behavioural activity that is situational derived.
- The one personality trait that does seem to relate well to good leadership is the motivation to lead.
- Although this trait is positively related to effectiveness, the reasons for wanting to lead vary widely.

1.4 Discuss the changing role of woman as leaders and explain how woman and men might differ as leaders. (7)

- Research shows that both men and women can be effective leaders,
- But they approach their leader position differently.
- Female leaders are more empathic, persuasive, better listeners
- And more willing to consider others’ point of view.
- Woman are better at expressing feelings and accessing their emotions,
- And woman have an easier time switching from the verbal left brain to the emotional right brain than men do.
- Women leaders still face disadvantages in business and feel they much struggle harder than men to succeed.
- Women are more likely to use behaviours that are associated with transformational leadership, such as reliance on expertise, charisma, and interpersonal skills.
- Men: show pain and distress differently than women –
  They tend to internalize them.
- Male leaders showed higher levels of resilience and thoroughness than women leaders.
- Men are more likely to be directive.
- Recent studies indicated that both male and female leaders currently possess a high need for achievement and power and demonstrate assertiveness, self-reliance, risk taking and other traits and behaviours associated with effective leadership.
1.5 An area of leadership development focussed on the human and interpersonal skills of a manager is emotional intelligence. Briefly discuss the concept emotional intelligence.

- Ability to access, manage and make use of one’s own feelings in the workplace – as well as those of other people.
- Emotional competencies that differentiate superior from average performers:
- Self-awareness – emotional self-awareness – one can sense, articulate and reflect on one’s emotional state and the way it affects one’s performance – being comfortable with one’s strengths and weaknesses
- Self-management (managing one’s own emotions) – to regulate one’s emotions such as disappointment, anxiety and refrain from acting impulsively – sign of this is being effective in stressful situations.
- Social awareness (empathy) – refers to empathy – ability to read other’s emotions – can read emotional currents i.e. tone of voice, concerns et.
- Social skills (managing relationships) – ability to attune ourselves to, or influence the emotions of other persons i.e. to developing others, managing emotions, creating clear lines of communication etc.

QUESTION 2

The majority of the students answered this question reasonably well.

Feedback

QUESTION 2

Read the following situation sketch and answer the questions below:
Willie Peters, Mannasa Kambili, Yvette Black and Immanuel Shivute are all employees of a large Uranium Company in Arandis. Although they all work in different departments, they live in the same suburb and decided, a year ago, to form a lift club to work. The four members of the lift club take turns on a weekly basis to drive to and from work. They are very happy with the scheme, and find it a very economical (and sociable) way of traveling to work.

2.1 Would you regard the above as a description of a group? Why?

- This group is in interaction;
- They are dependent on each other for the success of the group
- The relationship is fairly stable;
- There is at least one common goal (to save money);
- They regard themselves as members of the lift club and the group is small enough to function as a group.
- Based on this, the lift club can definitely be regarded as a group.

2.2 What would you regard as the prime reasons for the formation of this group?

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• The prime reasons for the existence of this group were probably common goals (such as saving money by traveling together),
• And proximity, as all the members live in the same suburb.

2.3 What kind of group is this?
• It is an informal group, mostly an interest group. In time, however, a group like this might easily develop into a friendship group.

2.4 Is the existence of this group important to the organisation?
• Although the existence of this group initially seems to be of little importance to the organisation, there are certain aspects to consider.
• For instance, if the organisation changes in some way that negatively influences the group, it may lead to negative reaction from the group in the form of lower productivity, negative conflict and so on. Thus it is important for the organisation to consider all groups, even informal ones.

2.5 Explain why people join groups.
• Offers security.
• Achieve a certain status — important — recognition
• Feelings of self-esteem can be raised — accepted.
• Satisfy social (affiliation) needs.
• Groups represent power — action: management unreasonable.
• Informal groups can influence others.
• Achieve goals that they cannot achieve alone.

2.6 Describe the characteristics of a work group.
• Complementary competencies
• Commitment to a common goal
• Shared mission and collective responsibility
• Individual and mutual accountability and rewards

QUESTION 3

This question was either answered well with students achieving full marks, or answered poorly.

Feedback

Write down the correct answer.
3.1 A special committee is formed at the Polytechnic of Namibia to investigate the progress towards transformation at the Institution. The brief of the committee is to report their findings after a period of two months to the management committee, after which the group will disband.

This is an example of a/an _____ .
1 task group
2 command group
3 informal group
4 interest group

3.2 A key leadership behaviour associated with _____ is the ability of a leader to be aware of the organisation's environment and to sense needs, opportunities and dangers.
1 transformational leadership
2 Fiedler's contingency theory of leadership
3 Hersey and Blanchard's leadership cycle model
4 the Vroom -Yetton-Yago model

3.3 With which statement below can Hersey and Blanchard's model of leadership be associated?
1 Leadership behaviour is concerned with consensus building, is open and inclusive and encourages participation by others.
2 The leadership grid was developed as an instrument to show that there is no "ideal" style of leadership
3 The job maturity of a subordinate determines the leadership style to be adopted by the manager.
4 A good fit between a leader's style and the situation can be maintained by analysing the situation and then changing the situation to fit the leader's style.

3.4 A law graduate was appointed by ABC Manufacturing Company to head up the legal department in the organisation. She often instructs the Chief Executive Officer on how to deal with legal aspects pertaining to his work, making use of her _____ power.
1 referent
2 expert
3 reward
4 legitimate
3.5 The leadership approach that is based on the premise that the actions of successful leaders differ from those of unsuccessful leaders, is _____.

1 transactional leadership
2 the contingency approach
3 the behavioural approach
4 the situational approach

3.6 Leadership and management are two distinct, but complementary sets of management activities. The managing director of Big Shop is often described as a leader.

In terms of the distinctions between leadership and management, she is likely to _____.

a develop a structure for the assignment of tasks and resources
b steer people in the right direction through motivation and by checking control mechanisms
c focus on non-behavioural aspects of management
d deal with change
e motivate people and teams to follow a vision

1 d e
2 a c
3 a b c
4 b d e

3.7 This leadership style implies that the leader clarifies the role of subordinates, initiate structures and provide appropriate rewards.

1 Transformational
2 Charismatic
3 Dynamic engagement
4 Transactional

3.8 A leader with high employee orientation and low task orientation is classified as _____ leader on the Leadership Grid.

1 autocratic
2 team
3 middle-of-the-road
4 country club
3.9 The ______ theory of leadership identified directive, supportive, participative and achievement oriented leadership behaviours.

1. Hersey and Blanchard’s leadership cycle
2. House’s Path-Goal
3. Vroom-Yetton –Yago
4. Fiedler’s contingency

3.10 Fiedler’s contingency theory of leadership states that ______ .

1. the job maturity of the subordinates determines the leadership style to be followed
2. there are basically two forms of leadership behaviour, namely task-oriented leader behaviour and employee-oriented leader behaviour
3. a leader’s effectiveness is determined by how well her style fits the situation
4. a leaders’s style can change to suit the situation

3.11 Vusi was appointed as staff development officer in the personnel department fifteen months ago. He has proven that he has mastered his job and that he can be left on his own.

According to the Hersey and Blanchard model, what leadership style should the manager adopt with Vusi?

1. supporting
2. directing
3. coaching
4. delegating

3.12 A group at your organisation has passed through some of the stages of group development and is now at the total integration stage, the ______ stage.

1. performing
2. storming
3. adjourning
4. norming

3.13 Factors in the organisational context that influence the functioning of a group include ______, but not ______.

1. organisational resources; personnel selection process
2. organisational goals and strategies; policies, procedures, rules and regulations
3. authority structures; group structure
4. performance management system; organisational culture
3.14 Groupthink ______.

1. is a generally agreed-upon standard of behaviour to which every member of the group has to adhere
2. refers to group solidarity – the way a group stands together
3. occurs when individual group members do not express their own realistic assessment of a decision in cases where group consensus differs from their own
4. occurs when group members take decisions that carry either more or less risk than the decision that individual members would make on their own

3.15 One of the major characteristics of a work team is _____, implying that the individual efforts of team members result in a level of performance that is greater than the sum of their individual inputs.

1. synergy
2. common purpose
3. entropy
4. shared leadership

3.16 McClelland’s need for achievement can best be compared to _____ needs in Maslow’s hierarchy of needs.

1. affiliation
2. motivators
3. esteem
4. power

3.17 The following statements describe the influence that money has on employees’ performance according to various motivation theories. Choose the incorrect statement:

1. The expectancy theory implies that if employee values money as a reward for performance, and it is her perception that outstanding performance will result in a monetary reward, money can serve as a motivator.
2. The reinforcement theory implies that money can be used as a reward to reinforce desired behaviour...
3. Herzberg’s motivators can be satisfied by better pay
4. According to Maslow’s theory, lower-order needs can be satisfied by money.

Questions 3.18 to 3.20
Consider the following factors:

a. salary
b. working conditions
c. job security
d. opportunities for personal growth
e. personal recognition
3.18 Which of the factors listed above will motivate employees, according to Herzberg's two-factor theory?
   1 d e
   2 a d e
   3 a c d e
   4 a b c d e

3.19 Which of the factors listed above will motivate employees, according to Maslow's hierarchy of needs theory?
   1 a d e
   2 a b c d e
   3 a c d e
   4 d e

3.20 Which one of the following statements is wrong?
   1 The job content factors of the two-factor motivation theory resemble the higher order needs of Maslow.
   2 According to the McClelland theory of motivation, the need for achievement can be learnt.
   3 The expectancy theory suggests that people compare input-output ratios between themselves and others whom they regard as their equals.
   4 A basic premise of the reinforcement theory of motivation is that people tend to avoid behaviour which has unpleasant results.

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 the book.

Enjoy your studies.

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