FEEDBACK TUTORIAL LETTER

2nd SEMESTER 2019

 ASSIGNMENT 1

 ADMINISTRATIVE MANAGEMENT 3

AMM721S
CENTRE FOR OPEN AND LIFELONG LEARNING

BACHELOR OF BUSINESS AND INFORMATION ADMINISTRATION

ADMINISTRATIVE MANAGEMENT 3 (AMM721S)

FEEDBACK LETTER NO. 1 FOR SECOND SEMESTER 2019

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SEPTEMBER 2019
Dear Students

This was the first assignment, which will contribute towards your final semester mark. Whilst the assignment was challenging, your efforts are commendable.

My impression upon the completion of the marking can be expressed as follows

I. Generally the answers were accurate and according to the notes in your study guide, indicating that you did study the notes as provided.

II. Please make sure to study the question and understand what is asked of you before you attempt the said question.

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

I wish you good with the second assignment.

ANSWERS FOR ASSIGNMENT 1

QUESTIONS

1. Should a leader prioritise the needs of an employee or organisation? Motivate. [5]
   ANS: Neither, the key is to seek to align the needs or interests of the employee with those of the organisation. If the needs of the organisation are prioritised over those of the employees, employees may become demotivated. However, if what is good for the organisation is good for the employee, then motivation becomes automatic.

2. According to your understanding, what form of power would a Theory X manager likely to use in the workplace? Motivate. [4]
   ANS: Possibly coercive power, because this manager believes that people do not like work and thus need to be pushed to do work. [Consider reward power as well, as reward power can also be used to "move" people who don’t like work]

3. It is often said that X-type of workers are found in large and unskilled production line setting. Suggest any credible reason why this could be so. Motivate. [2]
   ANS: Due to the repetitive nature of such jobs, monotony can arise.
4. List three factors (characteristics) that could influence a subordinate to judge a leader harshly

ANS: There are a number of factors: such as education levels, gender of subordinate, previous experience with other leaders, etc [consider student contributions]

5. There have been calls for more women to be elevated into leadership positions. Do you agree with this statement. Fully articulate your position.

ANS: Yes it is important to elevate women into leadership for a number of reasons. Firstly, gender-based discrimination is wrong. Secondly, women have found to be particularly effective where transformational leadership is needed. However, it is important that appointment is not based on gender, but the capacity to perform.

6. As a manager, how would you regard a worker who is readily willing to operate out of their Zone of Indifference? Motivate.

ANS: This is the worker to consider during times of organisational need, as they are likely to go the extra mile to do what needs to be done [consider student contributions]

7. How would you go about motivating a diverse workforce such as we have at NUST?

ANS: The key is flexibility and respect. No culture is greater than another. The manager must profile their staff, take cognisance of the cultural context, and then develop appropriate motivation tools.

8. Why do you think managers with a high affiliation need may not be good managers?

ANS: Because they will want to belong, and thus seek to please their colleagues/subordinates. If they need to be firm and discipline their juniors they mail fail to do so.

9. Motivating employees to be enthusiastic to perform a difficult process. Suggest a strategy to ensure that employees embrace and are motivated to achieve organisational goals.

ANS: Align their personal goals with those of the organisation, thus making motivation much easier.

10. Identify and discuss the most effective leadership style. Give examples.
ANS: There is no one single best leadership style. Hence the best leadership style is “Situational Leadership”. This means that the leader changes and varies their leadership style as dictated by the situation.

11. Undertake an internet research, and identify cases of leaders using each of the 5 forms of power. [10]
ANS: There is no one correct answer, but examples could be as follows;
Coercive Power: President x of ABC country threatened to fire his Minister if Project A was not finished on time...etc. This is indirectly to show that the student understands each power, and can identify it when they come across it.

12. NUST has had a high staff turnover in recent years. Discuss five strategies to improve the Situation. [10]
ANS: There are a number of possible answers, such as;
- Train managers on good management practices so as to eliminate toxic leadership strategies.
- Improve salaries and compensation
- Increase the levels of training as inadequate training leads to poor performance and possible exit.
- Provide a flexible working environment
- Ensure good performance is appreciated.
- Ensure staff have manageable workload
ETC

13. Your organisation wishes to hire an employee with good character and integrity. Discuss the method of recruitment you would choose to employ, and justify your choice. [5]
ANS: Consider using a referral system. This is because your employees know their friends and acquaintances better, and are unlikely to refer someone who might compromise their own image, and the referred person also is likely to strive to avoid doing anything that might be embarrassing to their referee.

14. Do you think a leaking roof is a dis-satisfier? Motivate. [3]
ANS: No, it is a hygiene factor. When a roof leaks, employees would be unhappy, but when a roof is not leaking, it will not make people any more satisfied.

15. Mention the theory that focuses on how motivation occurs, as opposed to what it is. [1]

ANS: Vroom's expectancy falls under process category of motivation theories. Process theories attempt to explain how motivation occurs.

Advice

By now you know how you performed in this assignment. You can strive to improve or maintain your standards, depending on your mark and personal goals. Hopefully you will do even better in next assignments. Please study to understand, not only to remember.

Use this to study and prepare for the examinations. All units have to be studied. Attempt to write the first opportunity. Writing second opportunity automatically puts you under pressure.

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 you give the answer to the question set by the examiner. Students sometimes fail because they do not answer the question. Note words like List, Discuss, Analyse, and then answer accordingly.

Start early 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 me at the telephone or e-mail stated below.

We wish you success in the November 2019 examination session.

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