FEEDBACK TUTORIAL LETTER

2nd SEMESTER 2019

ASSIGNMENT 1

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. However not all students have familiarized themselves with all the reading materials resulting in poor results in some of the questions. Students are once again reminded to study the relevant chapters in your prescribed book.

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. [3]:

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. [5]

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.
- 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.

6. As a manager, how would you regard a worker who is readily willing to operate out of their Zone of Indifference? Motivate. [3]

The zone of indifference includes the activities that are within the psychological contract. Activities outside the zone of indifference requires additional inducements or will be subject to critique before being undertaken.
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.

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

- 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.
- Motivation is what drives performance improvement.
- For a manager who wants to motivate a diverse workforce, understanding what excites and stimulates the individual employee to go above and beyond is critical to being effective.
- A one-size-fits-all approach is useless when managing employees of various ages or backgrounds.
- A manager has to be particularly conscious of using techniques that take her entire team into consideration.
- The best way to motivate a diverse workforce is to get to know everyone who reports to you directly.
- Regardless of the makeup of your workforce, reward and recognition can be used as tools to inspire loyalty, improved performance and longevity within your organization.
- Make sure you include your employees in the decision-making process. By soliciting feedback, you appear more in touch with your team’s opinions.

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

- Need for affiliation is a need for open and sociable interpersonal relationships. In other words; it is a desire for relationship based on co-operation and mutual understanding.
- The individuals who are motivated by affiliation have an urge for a friendly and supportive environment.
- The manager’s ability to make decisions is hampered if they have a high affiliation need as they prefer to be accepted and liked by others, and this weakens their objectivity. Individuals having high affiliation needs prefer working in an environment providing greater personal interaction.
- Such people have a need to be on the good books of all. They generally cannot be good leaders.
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 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. [2]
   - Align their personal goals with those of the organisation, thus making motivation much easier.
   - Gamify and Incentivize ...
   - Let them know you trust them to do the best job possible
   - Set Smaller Weekly Goals.
   - Give Your Employees Purpose.
   - Radiate Positivity.
   - Be Transparent.
   - Motivate Individuals Rather Than the Team.
   - Learn What Makes Each Employee Tick. ETC
   - Prioritize Work-Life Balance: A culture that prioritizes work-life balance, yields increased productivity and overall happiness in the workplace.
   - Have an Open-Door Policy: When employees feel that their voice matters, they in turn feel confident about their positions in the company and that they have more at stake than just a salary.
   - Let Them Lead:
   - It’s important that employees understand the bigger picture and can see how what they are doing in the moment will eventually contribute to an end goal.

10. Identify and discuss the most effective leadership style. Give examples. [5]
   - 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.
   - A motivating and supportive work environment can help increase productivity. The main duty for a manager or supervisor is to increase productivity for the organization.
   - Using the situational leadership approach can build morale among employees and create a productive environment
• The situational leadership method puts forward the notion that no one leadership style is appropriate for all situations and employees.
• The leadership style a manager uses determines the way he communicates and directs employees to perform their job duties.
• A manager who uses situational leadership assesses the needs of the worker before choosing his approach.

11. Undertake an internet research, and identify cases of leaders using each of the 5 forms of power.

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.

Coercive power
Coercive power is conveyed through fear of losing one's job, being demoted, receiving a poor performance review, having prime projects taken away, etc. This power is gotten through threatening others. For example, the VP of Sales who threatens sales folks to meet their goals or get replaced. Hitler.

Reward

Reward power is conveyed through rewarding individuals for compliance with one's wishes. This may be done through giving bonuses, raises, a promotion, extra time off from work, etc. For example, the supervisor who provides employees comp time when they meet an objective she sets for a project.

Legitimate

Legitimate power comes from having a position of power in an organization, such as being the boss or a key member of a leadership team. This power comes when employees in the organization recognize the authority of the individual. For example, the CEO who determines the overall direction of the company and the resource needs of the company.
Personal Power

Expert

Expert power comes from one’s experiences, skills or knowledge. As we gain experience in particular areas, and become thought leaders in those areas, we begin to gather expert power that can be utilized to get others to help us meet our goals. For example, the Project Manager who is an expert at solving particularly challenging problems to ensure a project stays on track.

Referent

Referent power comes from being trusted and respected. We can gain referent power when others trust what we do and respect us for how we handle situations. For example, the Human Resource Associate who is known for ensuring employees are treated fairly and coming to the rescue of those who are not.

(Give real life examples).

12. NUST has had a high staff turnover in recent years. Discuss five strategies to improve the Situation.

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/Keep compensation and benefits current.
- 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
- Hire the right people.
- Fire people who don’t fit.
- Encourage generosity and gratitude.
- Recognize and reward employees.
- Offer flexibility.
• Make opportunities for development and growth
• Prioritize employee happiness. 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]
• 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.
• Ask for ethics. When you post your help wanted announcement, make it clear that you are looking for someone with integrity. ...
• Target ethics in your interview. ...
• Administer personality assessments. ...
• Check on employment history.

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 focusses 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

GENERAL REMARKS:

1. Please go through your tutorial letter and feedback 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.

DDJ Fredericks

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