FEEDBACK TUTORIAL LETTER

2nd SEMESTER 2019

ASSIGNMENT 2

ADMINISTRATIVE MANAGEMENT 3

AMM721S
CENTRE FOR OPEN AND LIFELONG LEARNING

BUSINESS AND INFORMATION MANAGEMENT

ADMINISTRATIVE MANAGEMENT 3
(AMM721S)

FEEDBACK LETTER NO. 2 FOR SECOND SEMESTER 2019

COMPILLED BY: DDJ FREDERICKS

October 2019
Dear Students

On the average the assignment was answered well. The class average for this assignment was 76%. The highest mark was 86%.

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

Students are once again reminded to study the relevant chapters in your prescribed book. I would like to thank the students who submitted neat and typed assignments.

Wish you good luck for the examination.

Enjoy your studies.

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COMMENTS ON ASSIGNMENT 2

QUESTION 1

Most the students answered this question reasonably well.

Feedback

1. 2015 was a historical year for the Namibian higher education landscape, with the transformation of the Polytechnic of Namibia to the Namibia University of Science and Technology. Using the Lewin's change management model, fully indicate how management might have implemented the requisite changes, being mindful of the three steps of the model (give at least one change activity per step)

- **Unfreezing:**
- Help people accept that change is needed because the existing situation is not adequate.
- Management could have conducted workshops, road shows and sensitised all stakeholders of the need to change, articulating the advantages of having a university status, and challenging any resistance to change.
- **Change:**
• Involves rearranging of current work norms and relationships to meet new needs
• This is not an overnight thing, and involves improvement of the staff profile, helping staff to improve their own competencies, and promoting the embrace of change. This also includes rebranding of all NUST related assets.
• Refreeze:
• Help people accept that change is needed because the existing situation is not adequate.
• Management could incentivise change, and ensure the brand ambassador campaign is promoted and supported by all staff. Functional heads should provide oversight that all sections are adhering to the new direction of the institution.
  [1 mark for stage of name, 1 for explanation, 1 for contextualizing example]

QUESTION 2

Feedback

This question was answered well by the majority of students.

What is the biggest driver of change in today’s business environment?
• Technology is the biggest driver of change today [consider other credible suggestions]

QUESTION 3

FEEDBACK

This question was answered well by the students.

Considering the demographics of Namibia, what common challenges to team formation might face managers who want to create teams? Motivate.

• Namibia is a country with a polarized history. As a result, the problem of homophily is likely to materialize,
• that is the tendency of people to gravitate towards people of a similar background.
• People attracted to those similar to themselves.

QUESTION 4
Feedback: You had to search for a real case of unethical behaviour with recommendations for possible remedies.

Do an online research and identify a case of when a business or political leader was accused of unethical behavior. Identify the unethical behavior, and a possible remedy for such.

- This is a general knowledge question. Unethical behavior are too many to list, but include corruption, nepotism, etc. Remedies for unethical behaviours include:
- the introduction of codes of ethics in an organization,
- ethical training, etc.
  [1 mark for identifying a credible case, 2 marks for problem, 2 marks for credible solution]

QUESTION 5

Feedback

The manager of Pick ‘n’ Pay has lunch with the manager of Spar to discuss how they could coordinate their prices. Is there anything wrong with this? Motivate.

- Yes it is wrong
- as it is illegal
- and against the spirit of competition,
- therefore it disadvantages the customers

QUESTION 6

This question was answered well by the students.

Feedback

In your understanding, what differentiates a team from a group?

- A team is made up of two or more people
- who are working together towards a common goal or vision
- whilst a group is simply a number of people who are in close proximity to each,
- without any commonalities.
Discuss how overseas countries may contribute to the fight against unethical corporate behavior in Namibia.

- It has been identified that a number of Western companies are responsible partially or various crimes
- such as bribery and tax evasion
- Therefore, it is necessary that Western companies act against this
- through various ways such as laws against tax havens
- and prosecuting any commercial fugitives.
- Etc.

QUESTION 8

According to your understanding, why do you think team member may low motivation (list any two credible reasons) when the time for team dissolution comes?

- The bonds that they have created might make people nostalgic.
- Other reasons may include burnout, anxiety about the unknown, etc.

QUESTION 9

Using NUST as your focal point (for examples), discuss the five types of teams there are.

- **Functional Teams:**
  - Are composed of a manager and the employees in his/her unit.
  - Authority, decision making, leadership and interactions are relatively simple and clear.
  - Any section or department like BIA Section as a functional team.
- **Cross-functional teams:**
  - A team composed of employees from about the same hierarchical level but from different work areas
  - who are brought together to accomplish a particular task.
  - A team made up of members from different functional areas. This could be the BIA team working with people from Engineering on a particular project.
- **Virtual team:**
  - A team that meets electronically, allows groups to meet without concern for space or time.
  - This team is made possible by technology.
  - People are not sitting together physically, but meet through technology.
  - If a lecturer from NUST does a Skype call with a colleague in South Africa and another in UNAM at once, that is a virtual team.
- **Self-directed Team:**
  - A Formal group of employees that operates without a manager and is responsible for a complete work process/segment that delivers a product or service to an external customer.
  - The self-directed team is not the formal initiative of the organisation.
  - Members come together on their own. For example, lecturers come together and decide to assist their juniors who need research mentoring.
- **Problem Solving Team:**
• Work team composed of employees from the same department who meet each week to discuss ways of improving quality efficiency and the work environment.
• Whilst a self-directed team is an informal team, a problem solving team is usually setup by the organisation. A problem-solving team is usually temporary. For example, a team that has been put together to find solutions to the high student dropout rate at NUST.

QUESTION 10

Using any real life example, give an example of a culture of pluralism in managing diversity.

• When a group of people from different races
• are able to interact together as one
• without any form of cultural superiority being practiced

GENERAL REMARKS: GUIDELINES FOR THE EXAMINATION

Please students: study hard for the examination. All chapters should 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 @ 25 marks each are given.
One question consists of a case study with relevant questions.

You must ANSWER ALL FOUR questions.

Your first 10 minutes after receiving the examination paper should be spent familiarising yourself with the questions. Make sure you give the answer as set by the examiner. Students sometimes fail because they do not answer the question. Do not leave open spaces on the answer sheet. Attempt to answer all the questions.

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 me at the telephone or e-mail stated below.

We wish you success in the November 2019 examination session.

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