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Centre for Open and Lifelong Learning

FEEDBACK TUTORIAL LETTER

2ND SEMESTER 2020

ASSIGNMENT 1

SMALL AND MEDIUM ENTERPRISES: PROJECTS (BEP712S)

FEEDBACK TUTORIAL LETTER FOR SMALL & MEDIUM ENTERPRISES: PROJECTS (BEP712S)

MR M L NELENGE

ASSIGNMENT 1, SEMESESTER 2 OF 2020

QUESTION 1

Solution

1.1 SECTION A: MULTIPLE CHOICE QUESTIONS (2 x 20 =40 MARKS)

Choose the correct answer by writing the correct letter in your answer sheet. For example 1. (d)

Choose the correct answer

1. C
2. C
3. A
4. E
5. B
6. E
7. C
8. E
9. D
10. D
11. E
12. C
13. C
14. A
15. B
16. D
17. B
18. C
19. A
20. C

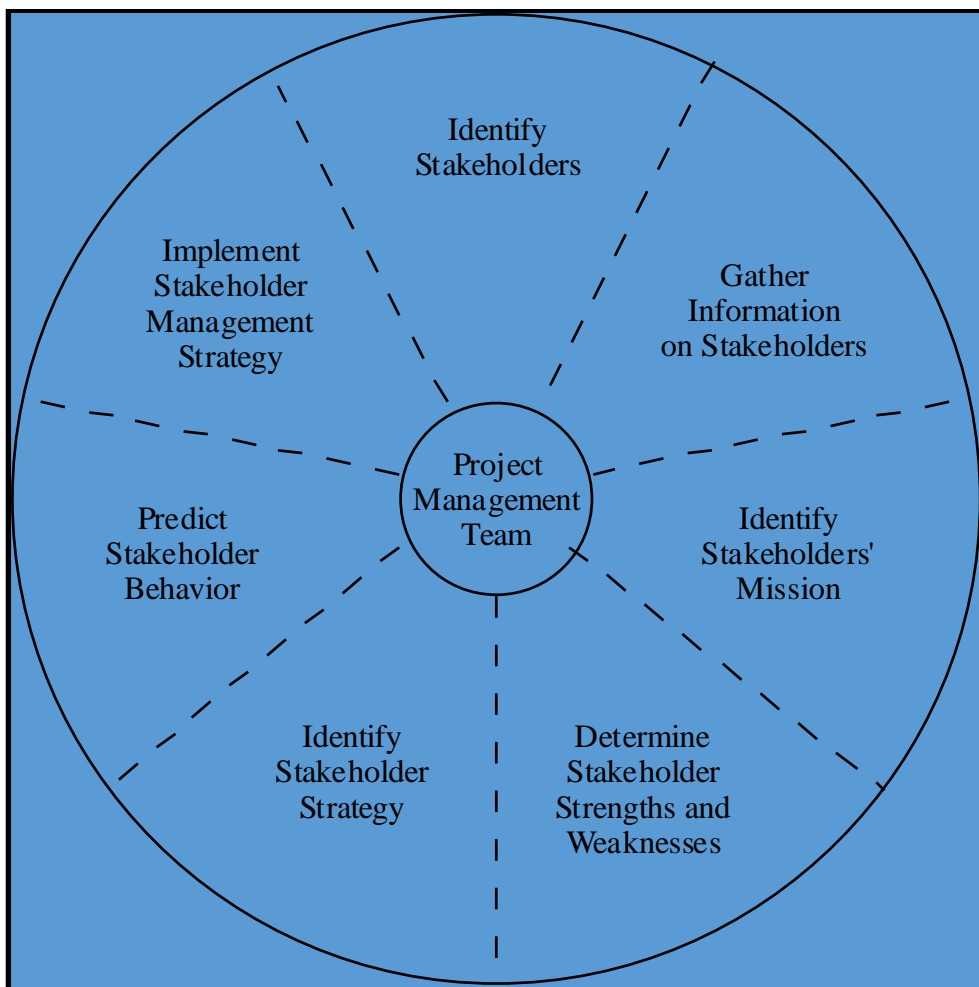
Section B

Essay-Type Questions

(60 Marks)

Question

2.1 Discuss the Project Management Dilemma and illustrate how this dilemma can be resolved through the use of stakeholder cycle and give examples where relevant. (20 marks)



2.2 Key elements required for effective communication plan and how these are used to develop a communication plan (20 Marks)

1. Identify your purpose.

What you might want to say depends on what you're trying to accomplish with your communication strategy. You might be concerned with one or a combination of the following:

- Becoming known, or better known, in the community
- Educating the public about the issue your organization addresses
- Recruiting program participants or beneficiaries
- Recruiting volunteers to help with your work
- Rallying supporters or the general public to action for your cause
- Announcing events
- Celebrating honors or victories
- Raising money to fund your work
- Countering the arguments, mistakes, or, occasionally, the lies or misrepresentations of those opposed to your work.
- Dealing with an organizational crisis that's public knowledge – a staff member who commits a crime, for example, or a lawsuit aimed at the organization.

2. Identify your audience.

Who are you trying to reach? Knowing who your audience is makes it possible to plan your communication logically. You'll need different messages for different groups, and you'll need different channels and methods to reach each of those groups.

There are many different ways to think about your audience and the ways they could best be contacted. First, there's the question of what group(s) you'll focus on. You can group people according to a number of characteristics:

- *Demographics.* Demographics are simply basic statistical information about people, such as gender, age, ethnic and racial background, income, etc.
- *Geography.* You might want to focus on a whole town or region, on one or more neighborhoods, or on people who live near a particular geographic or man-made feature.
- *Employment.* You may be interested in people in a particular line of work, or in people who are unemployed.
- *Health.* Your concern might be with people at risk for or experiencing a particular condition – high blood pressure, perhaps, or diabetes – or you might be leveling a health promotion effort – “Eat healthy, exercise regularly” – at the whole community.

- *Behavior.* You may be targeting your message to smokers, for example, or to youth engaged in violence.
- *Attitudes.* Are you trying to change people's minds, or bring them to the next level of understanding?

Another aspect of the audience to consider is whether you should direct your communication to those whose behavior, knowledge, or condition you hope to affect, or whether your communication needs to be indirect. Sometimes, in order to influence a population, you have to aim your message at those to whom they listen – clergy, community leaders, politicians, etc.

For instance, in the 1970's, advocates wanted to stop Nestle from selling baby formula and paying doctors and nurses to recommend it to parents in the developing world; since most parents couldn't afford formula after the free samples ran out, and many didn't have clean water to mix it with, the practice led to large numbers of unnecessary infant deaths. Rather than target Nestle or the medical professionals who were selling the formula, advocates aimed at Nestle's customers around the world, instituting a boycott of Nestle products that lasted for over ten years. Ultimately, the company agreed to change its practices.

3. The message.

When creating your message, consider content, mood, language, and design.

Content

In the course of a national adult literacy campaign in the 1980's, educators learned that TV ads that profiled proud, excited, successful adult learners attracted new learners to literacy programs. Ads that described the difficulties of adults with poor reading, writing, and math skills attracted potential volunteers. Both ads were meant to make the same points – the importance of basic skills and the need for literacy efforts – but they spoke to different groups.

You should craft your message with your audience in mind; planning the content of your message is necessary to make it effective.

Mood

Consider what emotions you want to appeal to.

The mood of your message will do a good deal to determine how people react to it. In general, if the mood is too extreme – too negative, too frightening, trying to make your audience feel too guilty – people won't pay much attention to it. It may take

some experience to learn how to strike the right balance. Keeping your tone positive will usually reach more people than evoking negative feelings such as fear or anger.

Language

There are two aspects to language here: one is the actual language – English, Spanish, Korean, Arabic – that your intended audience speaks; the other is the kind of language you use – formal or informal, simple or complex, referring to popular figures and ideas or to obscure ones.

You can address the language people speak by presenting any printed material in both the official language and the language(s) of the population(s) you're hoping to reach, and by providing translation for spoken or broadcast messages.

The second language issue is more complicated. If your message is too informal, your audience might feel you're talking down to them, or, worse, that you're making an insincere attempt to get close to them by communicating in a way that's clearly not normal for you. If your message is too formal, your audience might feel you're not really talking to them at all. You should use plain, straightforward language that expresses what you want to say simply and clearly.

Channels of communication

What does your intended audience read, listen to, watch, engage in? You have to reach them by [placing your message where they'll see it.](#)

- Posters
- [Fliers and brochures](#) - These can be more compelling in places where the issue is already in people's minds (doctors' offices for health issues, supermarkets for nutrition, etc.).
- Newsletters
- Promotional materials - Items such as caps, T-shirts, and mugs can serve as effective channels for your message.
- Comic books or other reading material - Reading matter that is intrinsically interesting to the target audience can be used to deliver a message through a story that readers are eager to follow, or simply through the compelling nature of the medium and its design.
- Internet sites - In addition to your organization's website, interactive sites like Facebook, Twitter, and YouTube are effective mediums for communication
- Letters to the Editor
- News stories, columns, and reports
- Press releases and press conferences
- Presentations or presence at local events and local and national conferences, fairs, and other gatherings
- Community outreach

- Community or national events - The Great American Smokeout, National Literacy Day, a community “Take Back the Night” evening against violence, and other community events can serve to convey a message and highlight an issue.
- Public demonstrations
- Word of mouth
- Music
- Exhibits and public art - The AIDS quilt, a huge quilt with squares made by thousands of people, commemorating victims of the HIV epidemic, is a prime example.
- Movies - Since the beginnings of the film industry, movies have carried messages about race, the status of women, adult literacy, homosexuality, mental illness, AIDS, and numerous other social issues.
- TV - TV can both carry straightforward messages – ads and Public Service Announcements (PSAs) – and present news and entertainment programs that deal with your issue or profile your organization.
- Theater and interactive theater - A play or skit, especially one written by people who have experienced what it illustrates, can be a powerful way to present an issue, or to underline the need for services or change.

Several interactive theater groups in New England, by stopping the action and inviting questions and comments, draw audiences into performances dramatizing real incidents in the lives of the actors, all of whom are staff members and learners in adult literacy programs. They have helped to change attitudes about adult learners, and to bring information about adult literacy and learning into the community

4. Resources.

What do you have the money to do? Do you have the people to make it possible? If you’re going to spend money, what are the chances that the results will be worth the expense? Who will lose what, and who will gain what by your use of financial and human resources?

Your plan should include careful determinations of how much you can spend and how much staff and volunteer time it’s reasonable to use. You may also be able to [get materials, air time, and other goods and services](#) from individuals, businesses, other organizations, and institutions.

5. Anticipate obstacles and emergencies.

Any number of things can happen in the course of a communication effort. Someone can forget to e-mail a press release, or forget to include a phone number or e-mail address. A crucial word on your posters or in your brochure can be misspelled, or a reporter might get important information wrong. Worse, you might have to deal with a real disaster involving the organization that has the potential to discredit everything you do.

It's important to try to anticipate these kinds of problems, and to [create a plan to deal with them](#). Crisis planning should be part of any communication plan, so you'll know exactly what to do when a problem or crisis occurs. Crisis plans should include who takes responsibility for what – dealing with the media, correcting errors, deciding when something has to be redone rather than fixed, etc. It should cover as many situations, and as many aspects of each situation, as possible.

6. Strategize how you'll connect with the media and others to spread your message.

Establishing relationships with individual media representatives and media outlets is an important part of a communication plan, as is [establishing relationships](#) with influential individuals and institutions in the community and/or the population you're trying to reach. You have to make personal contacts, give the media and others reasons to want to help you, and follow through over time to sustain those relationships in order to keep communication channels open.

The individuals that can help you spread your message can vary from formal community leaders – elected officials, CEOs of important local businesses, clergy, etc. – to community activists and ordinary citizens. Institutions and organizations, such as colleges, hospitals, service clubs, faith communities, and other health and community organizations all have access to groups of community members who might need to hear your message.

7. Create an action plan.

Now the task is to put it all together into a plan that you can act on. By the time you reach this point, your plan will already be essentially done. You know what your purpose is and whom you need to reach to accomplish it, what your message should contain and look like, what you can afford, what problems you might face, what channels can best be used to reach your intended audience, and how to gain access to those channels. Now it's just a matter of putting the details together – actually composing and designing your message (perhaps more than one, in order to use lots of channels), making contact with the people who can help you get your message out, and getting everything in place to start your communication effort. And finally, you'll evaluate your effort so that you can continue to make it better.

8. Evaluation.

If you evaluate your communication plan in terms of both how well you carry it out and how well it works, you'll be able to make changes to improve it. It will keep getting more effective each time you implement it.

And there's really a ninth step to developing a communication plan; as with just about every phase of health and community work, you have to keep up the effort, adjusting your plan and communicating with the community.

2.3 Discuss the concept of Integration and its effect on project management (10 Marks)



The project must be integrated with the ongoing operations of the performing organization

Product scope and project scope must be integrated

Deliverables from different functional specialties must be integrated

No decision about the project can be taken in isolation

2.4 Advantages of working as a project team (10 Marks)

The advantages of working as a team are:

- 1) The many different skills of the various team members can be channelled to meeting the project's performance criteria.
- 2) The collective experience of the team members can generate meaningful discussion which assists in resolving problems
- 3) New ideas are more easily generated and speedily discussed, tested and implemented

4) The close relationship between members increases the spirit of co-operation and engenders the motivation to succeed.

5) Team members can support and assist each other

6) The short lines of communication enable misunderstandings to be reduced and enable decisions to be speedily implemented.

7) If properly led by the project manager, project team members will feel proud to be a part of successful organisation and will show this by hard work, loyalty and dedication.

TOTAL MARKS FOR ASSIGNMENT 01: 100 Marks

END OF ASSIGNMENT 01

