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ADB3702
MAY/JUNE 2017

ADMINISTRATIVE MANAGEMENT IIIB

STUDENT NUMBER									

IDENTITY NUMBER											

FOR USE BY EXAMINATION INVIGILATOR

Question No	Marks					
	Examiners					
	1	2	3			
1						
2						
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4						
5						
Total						

Number of paper

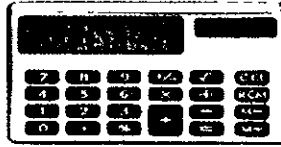
Date of examination

Examination centre

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ADB3702

May/June 2017

ADMINISTRATIVE MANAGEMENT IIIB

Duration 2 Hours

70 Marks

EXAMINERS

FIRST

SECOND

EXTERNAL

DR S VAN ANTWERPEN

DR SA DHLAMINI

DR EA STRYDOM

Use of a non-programmable pocket calculator is permissible

Closed book examination

This examination question paper remains the property of the University of South Africa and may not be removed from the examination venue

INSTRUCTIONS FOR COMPLETING THIS EXAMINATION PAPER:

- This examination paper consists of thirteen (13) pages plus one (1) page for rough work (p 13) and five (5) questions
- Please complete the attendance register, tear it off and hand it to the invigilator
- Please ensure that your handwriting is legible
- Rough work will not be marked

BEST WISHES

This is a closed-book examination. You may not consult notes of any kind, or any person, except the invigilator, during the course of the examination session.

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QUESTION 1

- 1.1 **Match** the basic meeting terminology in **column A** with the correct definition in **column B** and write the answer that you have chosen in your fill-in question paper. It is **not** necessary to provide reasons for your answers. Write only the correct letter of the alphabet next to the question number, for example

1.1.1 d

(5)

Column A	Column B
1.1.1 Motion	a) Time restriction is placed on discussing a proposal
1.1.2 Co-opt	b) Equal number of votes for and against a proposal is received
1.1.3 Guillotine ruling	c) Meeting behind closed doors
1.1.4 Deadlock	d) A proposal made by a member of the meeting for discussion with a vote to be taken afterwards
1.1.5 Proxy	e) Deliberate decision not to vote
	f) Support a proposal
	g) Permission given to a person to vote on behalf of other members that are absent
	h) Appoint a member onto a committee – usually members are elected

QUESTION	ANSWER
1.1.1	
1.1.2	
1.1.3	
1.1.4	
1.1.5	

- 1.2 Bronwyn Dlamini is an administrative manager at Biltong Divine (Pty) Ltd, a South African company providing biltong related products to several outlets in South Africa. She has been part of Biltong Divine (Pty) Ltd for the past ten years and is directly responsible for all the administrative tasks of Mr Jonathan Crouse, the chief executive officer (CEO) and founder of this company. Although the organisation has originally opened their first store in Johannesburg, they have expanded to the following major cities that include Pretoria, Bloemfontein, Cape Town, Durban and Polokwane. The factory is in Edenvale, in the industrial area and from there they distribute their products to all their various outlets. They provide not only biltong, but also dried sausage (droewors), biltong sticks, biltong spices and biltong flavoured cheeses. The staff has meetings on a monthly

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basis at the head office in Kempton Park. The head office is part of the Route 27 Office Park with their office located at 7 Baltimore Avenue. The next meeting is scheduled for Friday, 20 May 2015 from 08:00–12:00 and the points for discussion include the increase in meat products, delivery dates, salary increase and year-end function. During the October meeting, Ms Dlamini was tasked to obtain three quotations on a biltong dryer. She will report back to enable the meeting to take a decision on purchasing a biltong dryer. They always meet in the boardroom as it is big enough to accommodate everyone.

Answer the following questions with the case study information in mind.

1.2.1 Define the term **“meeting”** and indicate what type of meeting will be held according to the case study (2)

1.2.2 Explain to Mr Crouse which aspects he has to keep in mind **whilst conducting the meeting** of 20 May 2017 with special regard to the **management** of each **agenda item** (8 x ½ = 4)

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1 2 3 The CEO, Mr Crouse will be the chairperson of this meeting **Identify** any **seven (7)**
duties that he has to take care of before and during the meeting (7)

QUESTION 2

Thapelo Letsoalo and James Sewdass both work in the purchasing department of Biltong Divine (Pty) Ltd. James, a twenty five year old Indian man is a new employee who joined the company two months ago. Thapelo has worked at the company for the past ten years. Thapelo and James do exactly the same job and also have the same job title. They have to work together. Thapelo likes to do things the way they have always been done. He is very vocal. Because he has been there so long, he thinks he knows how to do things and he tells others about it, whether or not they ask. James tries his utmost best to follow rules of the company. James is a very quiet man who does not talk much. He has conservative and traditional values. Employees must clock in within ten minutes of the start of the official office hours. They are supposed to clock in at their own buildings, but there are no control measures in place to verify this. Thapelo always clocks in at another building so that he would not be accused of being late. He always arrives at his work station at least 15 minutes late. At least a couple of times each week, somebody asks James where Thapelo is. James is tired of covering for Thapelo. He has kept it in for a long time. Finally, one morning, Thapelo arrives 25 minutes late. James has to cover for Thapelo at least twice per week. When Thapelo finally appears, James informs him he is not going to cover for him in the future. Thapelo says, "Hey, I have clocked in. I've been doing this for years. As long as you don't say anything to Mrs Dlamini, nobody will ever know. Just keep quiet and do your job!" James and Thapelo start shouting at each other. Mrs Bronwyn Dlamini (the administrative manager) walks in just as it looks as if Thapelo is going to physically attack James.

- 2.1 Mrs Dlamini is confronted with a problem that she needs to solve as effectively as possible. She witnessed how the two employees argued about an issue. Problems and decisions fall into two categories. **Classify the problem and the decision** that she has to take **AND list the two unique characteristics** of these categories. (4)

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- 2 2 As part of middle-management, Mrs Dlamini should possess certain human abilities such as creativity, logic and intuition to be able to solve problems effectively **Critically discuss the role that intuition plays when solving problems as Mrs Dlamini experienced** with James and Thapelo (5)

- 2 3 The majority of problems that Mrs Dlamini can expect as the administrative manager will include **employees, systems and economic** issues **Outline four of the most important problems** relating to **employees** that she can expect to encounter when solving the issues between Thapelo and James (4)

QUESTION 3

Diversity and diversity management in a multicultural workforce is increasingly becoming an important issue for Biltong Divine (Pty) Ltd in the era of globalisation. It affects the productivity and efficiency of the workforce in general. With reference to this statement, answer the following question.

- 3.1 **Identify four (4) diversity challenges** that Mrs Dlamini in her capacity as administrative manager should be aware of in order to **effectively manages diversity** (4)

- 3.2 **Explain to Mrs Dlamini** in her capacity as administrative manager how she should adhere to the following in order to **manage diversity effectively** (8)

Secure top-management's commitment	(2 marks)

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Strive to increase the accuracy of perceptions	(2 marks)
Encourage flexibility	(2 marks)
Empower employees to challenge discriminatory behaviours, actions and remarks	(2 marks)

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[TURN OVER]

- 4 2 Mr Jonathan Crouse asked you to clarify the concepts value systems and ethics to the staff of Biltong Divine (Pty) Ltd **Differentiate** between the concepts **value systems** and **ethics** as you would present it to the staff (4)

VALUE SYSTEMS	ETHICS

- 4 3 When you assist Biltong Divine (Pty) Ltd to develop their code of ethics, **describe the principles that they should consider?** (4)

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Risk reduction	(2 marks)
Risk transfer	(2 marks)
Risk retention	(2 marks)

[13]

Total: 70

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