

Tutorial Letter 101/3/2018

Administrative Management IIIB

ADB3702

Semesters 1 and 2

Department of Operations Management

IMPORTANT INFORMATION

This tutorial letter contains important information
about your module.

CONTENTS

	<i>Page</i>
1 INTRODUCTION	3
2 PURPOSE AND OUTCOMES	4
2.1 Purpose	4
2.2 Outcomes	4
3 CONTACT DETAILS	4
3.1 Lecturer	4
3.2 Department	5
3.3 University	6
4 RESOURCES	6
4.1 Prescribed books	6
4.2 Recommended books	7
4.3 Electronic reserves (e-reserves)	7
4.4 Library services and resources information	7
5 STUDENT SUPPORT SERVICES	8
5.1 Contact with fellow students	8
6 STUDY PLAN	9
7 PRACTICAL WORK AND WORK-INTEGRATED LEARNING	10
8 ASSESSMENT	10
8.1 Assessment criteria	10
8.2 Assessment plan	11
8.3 Assignments	12
8.4 General assignment numbers	12
8.4.1 Unique assignment numbers	13
8.5 Due dates for assignments	13
8.6 Understanding the questions in the essay-type assignments	14
8.7 Plagiarism	15
8.8 Submission of assignments	16
8.9 Extension for the assignments	17
8.10 Feedback on assignments	17
9 OTHER ASSESSMENT METHODS	18
10 EXAMINATION	18
11 FREQUENTLY ASKED QUESTIONS	18
12 SOURCES CONSULTED	19
13 CONCLUSION	19
14 ADDENDUM: ASSIGNMENTS	20
14.1 ADDENDUM A: FIRST SEMESTER ASSIGNMENTS	20
14.2 ADDENDUM B: SELF-ASSESSMENT	30
14.3 ADDENDUM C: SELF-ASSESSMENT SOLUTIONS	31
14.4 ADDENDUM D: SECOND SEMESTER ASSIGNMENTS	39

1 INTRODUCTION

Dear Student

Welcome to the Department of Operations Management and specifically to the module in Administrative Management IIIB (ADB3702). We trust that you will find this module interesting and stimulating.

The purpose of this tutorial letter is to convey important information to you about this module; the prescribed book; your study plan; myUnisa as well as other administrative and contact information, should you need to contact us or other departments of Unisa. Please read through this tutorial letter carefully. You will also find some information under the option **Frequently Asked Questions (FAQs)** on the myUnisa ADB3702 module site.

This module will also be offered online. This is referred to as a blended approach. You can choose whether to use the paper-based or online method to conduct your studies. The information that is reflected online will also be included in the paper-based documents.

For some of you, this will be the very first time you are being introduced to the business world, and some concepts will be completely new to you. You have successfully completed your first and second levels, which form a good theoretical background from which to conduct your final year.

Since this module will also be offered online, it is extremely important that you become familiar with the myUnisa platform. We use myUnisa extensively to communicate with students. Furthermore, myUnisa makes it easier for you to communicate with the University, your lecturers and other students about your learning and challenges. Remember, you need to register on myUnisa first in order to submit assignments; access library resources and download your study materials, marks and the examination information.

Some tutorial matter may not be available when you register. Tutorial matter, which is not available when you register, will be posted to you as soon as it is available. You have the option to access your study material online or to make use of printed material.

We look forward to working with you and wish you all the best in your studies.

Your lecturer

Dr Sumei van Antwerpen

2 PURPOSE AND OUTCOMES

2.1 Purpose

The purpose of this module is to equip you with the necessary knowledge and skills that will enable you to apply the techniques needed to plan and chair a meeting, solve problems as well as manage an administrative section by taking cultural diversity and ethical issues into account. You will also be equipped to deal with possible risk and safety issues present in an administrative environment within organisations.

2.2 Outcomes

After completing this module, you should be able to:

- Explain the methods and procedures on how to conduct and chair meetings in the context of increasing the effectiveness and professionalism of an administrative manager in organisations.
- Solve problems related to the administrative environment, which include different scenarios and making decisions by implementing the theoretical aspects that are outlined in the decision-making process.
- Justify the importance of culture and diversity in the workplace, and manage different cultures in the administrative environment of organisations in specific situations.
- Contribute to the development of a code of ethics for an organisation, and manage and make decisions about ethical issues in the workplace in given situations.
- Identify risks and hazards in different forms in the working environment and manage resultant safety issues successfully.

3 LECTURER AND CONTACT DETAILS

3.1 Lecturer

I am Dr Sumei van Antwerpen, your lecturer for this module. My contact details are as follows:

CONTACT DETAILS		
	Telephone number	+27 12 429 4988 (Mondays to Fridays 08:00–15:45)
	Fax number	086 599 8986
	Postal address	PO Box 392
	Physical address	AJH Room 4-67, Muckleneuk Campus
	E-mail address	vanans@unisa.ac.za

All queries that are **about the content of this module or of an academic nature** should be directed to me. You are welcome to contact me **between 08:00 and 15:45 on Mondays to Fridays**. You can use the e-mail address provided above; always indicate the module code, ADB3702, in the subject of your e-mail. If I am not available when you phone, please leave a message and I will return your call. You are also welcome to come and see me in my office, but note that you will have to **make an appointment first** to ensure that I am available. I will not be able to see you without a confirmed appointment. Please have your prescribed book and this tutorial letter with you when contacting me. Quote your student number; your telephone number and e-mail address or fax number in all correspondence and telephone messages.

Sometimes lecturers have to attend meetings and conferences or perform other academic activities; and may therefore not always be in their offices. **The most reliable way to contact me is, therefore, by e-mail**. If you have not received a response to your email within a few days, it is possible that I have not received your message, because there might be problems with the computer server; or I am on leave or attending a conference. In such instances resend the e-mail; and if you still do not receive a reply, try another means of communication. You can also use the option **Discussion Forums** on the ADB3702 module site to post your module-related queries online on the **Queries to lecturer** forum. I usually respond to the online queries once a week.

If I am not available, the academic assistant will assist you as far as possible (see details below).

Academic assistant	Ms Vidya Jagunandan
E-mail	jagunv@unisa.ac.za
Telephone number	012 429 3852

NB: Please remember to make an appointment beforehand if you want to visit me personally.

3.2 Department

For **administrative enquiries**, use the following number: 012 429 4220 or the e-mail address at ops@unisa.ac.za

For **academic enquiries related to the institution and not specifically related to this module**, use the following number: 012 429 4239.

3.3 University

PHYSICAL ADDRESS

University of South Africa
1 Preller Street
Muckleneuk
Pretoria
City of Tshwane

POSTAL ADDRESS

Directorate: Student Administration and
Registration
University of South Africa
PO Box 392
Unisa
0003

Consult your brochure, which contains information on how to contact the University (to whom you can write with different queries; important telephone and fax numbers; addresses and the times when certain facilities are open).

Some of the most often used contact details are provided below:

DESCRIPTION OF ENQUIRY	SHORT SMS CODE	E-MAIL ADDRESS
Applications and registrations	43578	Study-info@unisa.ac.za
Assignments	43584	assign@unisa.ac.za
Examinations	43584	exams@unisa.ac.za
Study material	43579	despatch@unisa.ac.za
Student accounts	31954	finan@unisa.ac.za
myUnisa	43582	myUnisaHelp@unisa.ac.za
myLife e-mail	43582	myLifeHelp@unisa.ac.za

Always provide your **name**, **student number** and **module code** when contacting the University.

4 RESOURCES

4.1 Prescribed books

THE PRESCRIBED BOOK

The prescribed book for all the ADB (Administrative Management) modules, which you must purchase yourself, is:

Ferreira, EJ, Erasmus, A & Groenewald, D. (eds). 2013. *Administrative Management*. 3rd edition. Cape Town: Juta. ISBN: 978-1-48510-209-0

NB: The prescribed book **cannot be ordered from Unisa**. This book is distributed by **Juta Publishers and should be available in the main bookstores**. You could also ask the bookstores to order it for you if they do not have it. Refer to the list of official booksellers and their addresses in the Study @ Unisa brochure.

The assignments and question papers will be compiled, using the **2013 edition**.

Which parts of the prescribed book should I study?

Note that the prescribed book mentioned above will be used for all Administrative Management (ADB) modules. For ADB3702 you only need to study the following chapters:

PART A – Introduction to Field of Administrative Management

PART B – Management in the Administrative Environment

CHAPTER	CONTENT
PART A – INTRODUCTION TO FIELD OF ADMINISTRATIVE MANAGEMENT	
8	How to conduct effective meetings
PART B – MANAGEMENT IN THE ADMINISTRATIVE ENVIRONMENT	
19	Problem-solving and decision-making
20	Managing cultural diversity
21	Business ethics
22	Risk and safety management for the administrative manager

4.2 Recommended books

There are no specific recommended books because the prescribed book is sufficient. Topic-related articles will be posted on myUnisa. Make sure that you read/print them with special regard to your assignments. This will include newspaper and journal articles.

4.3 Electronic reserves (e-reserves)

Refer to your *Study @ Unisa* brochure.

4.4 Library services and resources information

For brief information go to: <http://www.unisa.ac.za/contents/studies/docs/myStudies-at-Unisa2017-brochure.pdf> (Please note that the 2018 URL link is not available during the time of print. Visit the official Unisa website for the information needed.)

For more detailed information, go to the Unisa website: <http://www.unisa.ac.za/>, click on **Library**.

For research support and services of personal librarians, go to:
<http://www.unisa.ac.za/Default.asp?Cmd=ViewContent&ContentID=7102>

The Library has compiled numerous library guides:

- finding recommended reading in the print collection and e-reserves – <http://libguides.unisa.ac.za/request/undergrad>
- requesting material – <http://libguides.unisa.ac.za/request/request>
- postgraduate information services – <http://libguides.unisa.ac.za/request/postgrad>
- finding, obtaining and using library resources and tools to assist in doing research – http://libguides.unisa.ac.za/Research_Skills
- contacting the Library/finding us on social media/frequently asked questions – <http://libguides.unisa.ac.za/ask>

The librarian for our department:

Personal Librarian: Ms Leanne Brown

Contact Number: (012) 429-3216

E-mail: brownlt@unisa.ac.za

5 STUDENT SUPPORT SERVICES

Important information appears in your brochure, *Study @ Unisa*.

5.1 Contact with fellow students

- Study groups

It is advisable to have contact with fellow students. One way to do this is by forming study groups on myUnisa.

- E-tutors

E-tutors (on myUnisa) are there to help and assist students in clarifying the tutorial matter and assignments and explaining difficult concepts. The e-tutors will ultimately help students to become independent learners. Please note that e-tutors will only be appointed if 200 students have registered for this module.

- Discussion classes

There will be **NO** discussion classes for 2018.

5.2 Predatory providers of classes and examination support

Please be aware of the existence of multiple fraudulent and predatory providers of classes and examination guidance to Unisa students. Please note that Unisa do not have agreements with any of these agencies/schools/colleges to provide tuition or support to our students. Unisa also do not provide these predators with study material, guidelines or your contact information.

These providers may not have the necessary expertise to assist you and often charge exorbitant fees. If you receive an invitation from any agency or college, it is best to confirm with your lecturer if the provider is a legitimate Unisa partner.

5.3 TVET Agreements

Unisa, however, have agreements with a number of TVET Colleges to provide contact tuition and support for students in the following higher certificates:

- Higher Certificate in Economic & Management Sciences
- Higher Certificate in Banking
- Higher Certificate in Tourism
- Higher Certificate in Accounting Sciences

More information on this is available on the Unisa website.

6 STUDY PLAN

Use your *Study @ Unisa* brochure for general time management and planning skills.

For Administrative Management IIIB, you are required to **study chapters 8, and 19–22 of the prescribed textbook**. Work through these chapters methodically and make sure you understand every section as you progress. Do the self-evaluation exercises at the end of each chapter, since they will prepare you for the assignments and examination.

You will also find a study plan under the option, **Learning Units** of the myUnisa module site. For students who do not have online access, a **Tutorial Letter 501/3/2018** document that contains information from the module site will also be uploaded under the **Official Study Material** option for easy print access. The printed **Tutorial Letter 501/3/2018** will also be included as part of your study material when you register.

Since this is only one of many modules you might be registered for, you will have to schedule and plan your time for the year in order to complete your studies successfully. We all have different learning styles and preferences.

However, consider the following guidelines:

- Allocate time to work through each learning unit in the study guide and do all the activities.
- Allow extra time for work that seems difficult or with which you know you have a problem.
- Allow time for personal responsibilities (family responsibilities, work obligations, social obligations and leave) when compiling a study plan.
- Use your most productive time for study (late evening after the children have gone to bed or early morning before the rest of the family wake up).
- Remember that it is more effective to study for one hour on a regular basis (every day) than for ten consecutive hours every two weeks. Decide now how many hours you are going to spend on your studies per week. We recommend that you put one to two hours aside each day.

- Keep a record of your progress. It will be satisfying to see what you have accomplished; and it will inspire you if you fall behind. Be prepared for disruptions to your study programme due to unforeseen circumstances. Therefore, you should monitor your progress so that you can catch up immediately if you fall behind. Remember that it is easier to catch up one week's lost hours than those of an entire month.
- Adapt your study plan accordingly if any changes occur. (Examination dates are subject to change.)

The prescribed textbook is the framework of what we will cover during the semester. Work through the prescribed textbook from the beginning; one chapter at a time. The following is a recommended time schedule, which can be used as a guideline for studying this module:

Activity	Hours
Reading of relevant chapters in the prescribed textbook.	40
Doing the activities in the textbook.	10
Doing the assignments.	10
Studying the prescribed textbook.	50
Doing final revision.	10
TOTAL	120

7 PRACTICAL WORK AND WORK-INTEGRATED LEARNING

This module does not include module practical work and work-integrated learning as part of the syllabus.

8 ASSESSMENT

8.1 Assessment criteria

- The key concepts of meetings and the relevant procedures, including meeting documents, are explained.
- Methods used to prepare for meetings are discussed.
- The duties of the secretary, chairperson and members present are reflected on.
- Basic meeting terminology is integrated.
- Approaches to compile the notice, agenda and minutes effectively are justified.
- The responsibilities managers have with regard to problem-solving are explained.
- Basic elements of problem-solving are analysed.
- The abilities required for problem-solving and the demonstration of these abilities are justified.
- The steps in the problem-solving process implemented to solve particular problems are described.
- Aids to assist during the process of problem-solving are applied.

- General problems that occur in administrative departments are identified and anticipated (predicted).
- The meaning and various aspects of diversity are explained.
- The importance of culture and cultural diversity within the functions of the organisation are reflected on.
- The elements of culture, together with practical examples, are explained.
- The cultural dimensions related to the workplace are described.
- Diversity benefits, problems and challenges in the workplace are identified.
- The major reasons for increased diversity in the South African workplace are examined.
- Approaches to manage diversity in the workplace effectively are recommended.
- The phases of diversity management change efforts are justified.
- Best practices in the field of diversity management are outlined.
- Concepts of value systems and ethics are discussed.
- The views on ethical behaviour are explained.
- The myths surrounding ethical behaviour are discussed.
- The manner in which ethics is managed in the workplace is justified.
- The factors that should be considered before developing a code of ethics are identified.
- Guidelines on the format of the code of ethics are outlined.
- The steps used to develop a code of ethics are explained.
- A code of conduct for a specific department within an organisation is developed.
- The role of policies and procedures in ethics is explained.
- The role of international business ethics is discussed.
- The steps in the risk management process are identified, discussed and evaluated on the basis of a given situation.
- The duties and responsibilities of the administrative manager with regard to risk management are discussed.
- Risk financing and insurance as a risk financing technique are justified.
- The concepts of **accident** and **incident** are defined, and the differences outlined.
- The loss causation model is presented and practically applied on the basis of a simulation.
- Health and safety programmes are planned and developed.
- The role of the safety representative in safety inspections is justified.

8.2 Assessment plan

In this module your competence will be assessed through two assignments and an examination. The third assignment is a self-assessment assignment and you must NOT submit this assignment. Your year mark will comprise the following:

Assignment 01	=%	}	01 + 02 = answer ÷ 0.2 = (a)
Assignment 02	=%		
Written examination	=%		result of examination paper ÷ 0.8 = (b)

Add the total for (a) + (b) = Final mark

Example:

Calculation of year mark (YM)

ASSIGNMENT	% OF YEAR MARK	EXAMPLE ASSIGNMENT MARKS	CONTRIBUTION PER ASSIGNMENT	20% OF TOTAL CONTRIBUTION = FM
01	40%	70%	28	13.40% (67 x 0.2)
02	60%	65%	39	

Calculation of final mark (FM)

EXAM	% OF FINAL MARK	EXAMPLE EXAM MARK	CONTRIBUTION OF EXAM	YEAR MARK (YM)	FINAL MARK (FM) %
Written	80%	68%	54.40	13.40%	67.80% (54.40+13.40)

You need a final mark of 50% in order to pass. If you fail the examination with less than 40%, your year mark will **not** be used to pass you.

8.3 Assignments

Assignments are regarded as part of the learning material for this module. As you do the assignments; study the reading texts; consult other resources; discuss the work with fellow students or tutors; or do research, you are actively engaged in learning. By looking at the assessment criteria given for each assignment, you will understand more clearly what is required of you.

The University has a policy of compulsory assignments in all modules for 2018. Assignments 01 and 02 for ADB3702 are therefore both compulsory assignments. You **must submit Assignment 01 and 02 to obtain admission to the examination**. Admission will be obtained by submitting the assignments and not on the strength of the marks you obtain for it. **Failure to submit** the assignments will mean that you will **not be admitted to the examination**. **Assignment 03** is a **self-assessment assignment** and must not be submitted. Your year mark will be calculated from the marks you obtain for Assignment 01 and 02.

8.4 General assignment numbers

Assignments are numbered consecutively per module, starting from 01. The module ADB3702 consists of two compulsory assignments, namely **Assignment 01** and **02**.

8.4.1 Unique assignment numbers

Different **unique numbers** are allocated to the two assignments for the first and second semesters. **Ensure** that you **provide the correct unique number** on the first multiple-choice question (MCQ) assignment and on the second written assignment. The compulsory assignments for 2018 for ADB3702 are set out in the addendum of this tutorial letter.

VERY IMPORTANT	
<ul style="list-style-type: none"> • Make sure that your assignments reach us on or before the due dates. You will not be admitted to the examination if an assignment is submitted after the due date. • Do not phone the lecturer with a request to be admitted to the examination if you have not submitted an assignment; or if you have submitted your assignment after the due date. 	

8.5 Due dates for assignments

The following due dates are available in the table below. Ensure that you use the correct table for the semester for which you have registered.

First semester (*Only students who are enrolled for the **January – June** period should submit these assignments*) **Addendum A**

ADDENDUM A		
ASSIGNMENT	DUE DATE	UNIQUE NUMBER
Assignment 01	09 March 2018	715541
Assignment 02	03 April 2018	708347
Assignment 03	No due date (Self-assessment only) Addendum B: Self-assessment questions Addendum C: Solutions	None

Second semester (*only students who are enrolled for the **July – December** period should submit these assignments*) **Addendum D**

ADDENDUM D		
ASSIGNMENT	DUE DATE	UNIQUE NUMBER
Assignment 01	10 August 2018	891270
Assignment 02	7 September 2018	828365
Assignment 03	No due date (Self-assessment only) Addendum B: Self-assessment questions Addendum C: Solutions	None

It is very important that you adhere strictly to the due dates set for the submission of your assignments. Late assignments will automatically be returned to you unmarked. You may submit your assignments before the due dates, but they will be marked and returned to you only after the due dates.

A kind note of advice: please do the revision exercises in Tutorial Letter 501/3/2018. This will also be beneficial to you when preparing for the examination.

8.6 Understanding the questions in the essay-type assignments

In the assignments and examination question paper, you will encounter words such as **list**, **explain** and **substantiate**. It is important that you understand exactly what these words mean and what is expected in the answer. Please note the meaning of the following words:

TERMINOLOGY	EXPLANATION
List	List only the information, using one word if possible. No further discussion is necessary.
Explain/Discuss	Give the required information in detail. Use the mark allocation as a guide as to how long your answer should be. Give one complete and relevant fact per mark.
Substantiate	This is normally used when you must make a choice between A and B. Say why you chose A. For example, list the advantages of A or the disadvantages of B.
Compare	Draw up a table if possible. List the similarities and differences between the two aspects being compared.
Analyse	A scenario will be provided that covers the subject content. You will be requested to analyse theories and concepts.
Case study Or Case scenario	<p>A case study is a published report about a person, group or situation that has been studied over time and includes a real-life situation that can be looked at or studied to learn about something.</p> <p>How to approach and answer questions based on case studies or case scenarios:</p> <ul style="list-style-type: none"> • Quickly read through the case scenario/study as a whole without interrupting your pattern of thought. • Read through the case scenario/study more carefully, making sure that you know what it is all about. • Make sure that you understand the content and scope of the questions. • Identify possible solutions to each question. • Evaluate every possible solution. • Choose the best solution as your answer. <p>Always use the mark allocation for each question as an indication of how long your answer should be. You usually receive one mark per fact. Most questions will evaluate your insight and opinion. Structure your answers logically, by using headings and sub-headings.</p>

Bloom's Taxonomy

Please note that certain types of questions fall on the bottom level of Bloom's Taxonomy, which means that you are only requested to recall knowledge (list) that you have learned, mostly from the prescribed book. This type of question can be regarded as a lower-level question and is required of a first-level student. As you are now busy with your third year of study, you will have to be able to focus more on the higher-level questions that will include the ability to apply, analyse and evaluate knowledge. Make sure that you are familiar with the verbs used in these questions. The lecturer will include them during the semester while you are doing the assignments and preparing for the final examinations. Figure 2 below will give you an example of the content of Bloom's Taxonomy.

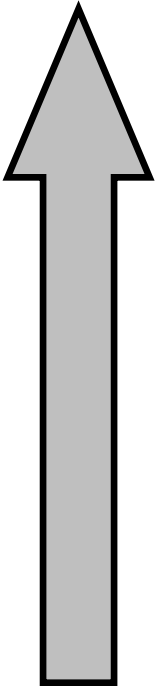
	VERBS	COGNITIVE DIMENSION
	Assess theories, evaluate outcomes, judge, generate, plan, revise, rewrite, categorise, combine, create and explain	Create
	Use old concepts to create new ideas, design, compose, modify, organise, discriminate, defend, interpret and support	Evaluate
	Identify, analyse patterns, organise ideas, recognise trends, identify, illustrate, diagram and compare	Analyse
	Using and applying knowledge, problem-solving methods, design, experiment, show, use, demonstrate, discover, prepare and produce	Apply
	Translate, demonstrate, discuss, summarise, understand, comprehend, defend, distinguish, explain, give an example and interpret	Understand
	Discover, name, list, locate, observe, define, describe, recall, state and outline	Remember

Figure 2: Bloom's Taxonomy

We suggest that you **make copies** of your assignments before posting them, because they may be lost in the post. It is your responsibility to ensure that your assignments reach the University.

8.7 Plagiarism

Note: Although students may work together when preparing assignments, each student must write and submit his or her own individual assignment. In other words, you must submit your own ideas in your own words, sometimes interspersing relevant short quotations that are properly referenced. It is unacceptable for students to submit identical assignments on the basis that they have worked together. That is copying (a form of plagiarism) and none of these assignments will be marked. Furthermore, you may be penalised or subjected to disciplinary proceedings by the University.

8.8 Submission of assignments

SUBMISSION OF ASSIGNMENT 01

Assignment 01 is a multiple-choice assignment; and you must answer it on a mark-reading sheet that can be submitted either by post or electronically via myUnisa.

- Only mark-reading sheets may be used to answer the questions for assignments. Make sure that Unisa provide you with enough mark-reading sheets.
- Please **DO NOT FOLD** your mark-reading sheet. Always send it in the A4 envelope provided for that purpose.
- All students are issued with an assignment pad and some assignment cover sheets, regardless of the number of subjects for which they have enrolled. You **DO NOT** need these pads or cover sheets for ADB3702.
- Answers on a sheet of paper cannot be marked by a computer. Send only the mark-reading sheet in the A4 envelope to the Assignment Department.
- Instructions on the use of mark-reading sheets for answering multiple-choice questions are contained in the 2018 *Study @ Unisa* brochure. Read these instructions **CAREFULLY** and make sure you follow them **STRICTLY** to avoid making unnecessary mistakes.

VERY IMPORTANT

Mark-reading sheets that are rejected by the computer will be returned to students without being marked. In such cases, the student will receive no marks for the assignment.

SUBMISSION OF ASSIGNMENT 02

Assignment 02 is a written assignment, which you can submit either by post or electronically via myUnisa. For detailed information and requirements concerning assignments, see the brochure, *Study @ Unisa*, which you have received with your study material.

A very reliable method to submit your written assignment is to type it and submit it in **PDF** format; or to scan it and submit it online. The benefit of this method is that you have a guarantee that your assignment will not be lost in the post. It will be marked much quicker than assignments in another format; and you can receive feedback sooner than the posted assignments. **Ensure that the submitted online document is in PDF and not in MS Word format.** There is a free Adobe download on the myUnisa home page to enable you to do this. This will save a lot of trouble during your study period.

How to submit an assignment via myUnisa

- Go to myUnisa.
- Log in with your student number and password.
- Select the module.

- Click on **Assignments** in the menu on the left.
- Click on the assignment number you want to submit.
- Follow the instructions on the screen.

One benefit of submitting assignments online is that you have more time to work on your assignment since you can safely submit approximately two days before the due date. Then you know that you are safe in case the University experiences technical difficulty. Do not wait until the last minute!

Please send Assignment 01 and 02 to Unisa before the due dates, otherwise they will automatically be returned to you unmarked. The due dates for submitting the assignments are provided in paragraph 8.5 of this tutorial letter.

All assignments must be mailed directly to Unisa if you use the postal method to submit your assignments and not the online method:

Unisa
Assignment Section
PO Box 392
Unisa
0003

NOTE: The due date is the date by which the assignment must reach Unisa. Students have to adhere strictly to due dates.

8.9 Extension for the assignments

Under **NO** circumstances will you be granted an extension to the deadline for submitting your assignments.

If your assignments are late, they will be returned unmarked. You are therefore strongly advised to post your assignment about **14 days before the due date**.

The due date is the date on which your assignment must reach Unisa and **NOT** the date on which you must post it.

8.10 Feedback on assignments

You will receive the correct answers to the multiple-choice questions automatically. Markers will comment constructively on your written assignments; however, feedback on compulsory assignments **will be sent to all students registered for this module** in a follow-up tutorial letter, and not only to those students who submitted the assignments. You will receive feedback on both the assignments in **Tutorial Letter ADB3702/201/1/2018 for the first semester and ADB3702/201/2/2018 for the second semester**.

Please check your answers as soon as you have received the feedback. The assignments and the feedback on these assignments constitute an important part of your learning; and should help you to be better prepared for the next assignment and the examination.

The feedback on the self-assessment assignment is included in this tutorial letter. This will enable you to mark your assignment as soon as you have completed it. Feedback on myUnisa additional assessments will be automated and therefore immediate.

9 OTHER ASSESSMENT METHODS

The *Study @ Unisa* brochure contains important information on the Final Year Concession procedure to assist students with one or two modules outstanding. The Department of Examination Administration (DEA) will inform all students who qualify for a final year (FI) concession via SMS/e-mail.

For this module, FI students have the option to be referred to the next formal examination opportunity; or to engage in an alternative method of assessment. For this module, the alternative method of assessment can be an examination comprising a full multiple-choice question paper. More information on the alternative method of assessment will be communicated directly to the qualifying students.

Alternative methods of assessment are subject to stringent academic rules and processes and should not be considered an easier option. Failure to meet the learning outcomes of the module through the alternative method of assessment will result in a fail and you will need to reregister for the outstanding module.

10 EXAMINATION

For general information and requirements concerning assignments, see the brochure, *Study @ Unisa*, which you have received with your study material.

11 FREQUENTLY ASKED QUESTIONS

The *Study @ Unisa* brochure contains an A–Z guide of the most relevant study information. Visit the Unisa website at www.unisa.ac.za and click on the “Search/Ask us” icon.

You can also click on the FAQs link on the ADB3702 module site to access the answers to various frequently asked questions about the module online.

Question **Where can I mail and how can I submit Assignments 01 and 02?**

Answer The information appears on the internet on Unisa’s website <https://my.unisa.ac.za/portal/>. Use the mark-reading sheet to complete Assignment 01. Assignment 02 should be written/typed and can be submitted online or by mail. Please remember to use the unique number of each assignment when submitting your assignments.

Question Has my assignment been received?

Answer You can check on the internet on Unisa's website, <https://my.unisa.ac.za/portal/>
You can also contact the Digital Contact Centre.

Question Where can I find the unique numbers?

Answer In Tutorial Letter 101 under the section **Assessment**.

Question Where can I find the solutions to the assignments?

Answer In Tutorial Letter 201 that will be released one week after the deadline of compulsory Assignment 02.

For any other questions, please refer to the Unisa website:

<http://www.unisa.ac.za/default.asp?Cmd=ViewContent&ContentID=24879>

12 SOURCES CONSULTED

None

13 CONCLUSION

I wish you everything of the best in your studies and I look forward to working with you.

Your lecturer

Dr S van Antwerpen

ADDENDUM: ASSIGNMENTS

Addendum A, B and C that follow contain the two compulsory assignments for each semester as well as the one optional self-assessment. Please read the instructions of each assignment carefully and make sure that you do the right assignment with its unique number.

14.1 ADDENDUM A: FIRST SEMESTER ASSIGNMENTS

Both Assignment 01 and 02 are compulsory.

DUE DATE: 09 March 2018

UNIQUE NUMBER:

715541

ASSIGNMENT 01

Assignment 01 covers all the content of **Chapter 8** in the prescribed book. This assignment consists of **20 multiple-choice questions (MCQ)**. Use a mark-reading sheet to answer the questions. You may also use the myUnisa system to submit it.

NOTE: Post this assignment at least 14 days prior to the due date. You must submit this assignment to gain admission to the examination. When using the online submission option, you can submit at least two days before the due date to be safe.

INSTRUCTIONS

We require that you respond to all the questions in the assignment, starting on page 21. Use an HB pencil to mark the number that best indicates your answer next to the corresponding question number. Please read the example below.

EXAMPLE

QUESTION 1

In order for a control system to be effective, the system needs to be able to accommodate change. This characteristic is referred to as...

- 1) integration.
- 2) flexibility.
- 3) accuracy.
- 4) timeless.

YOUR ANSWER

On the mark-reading sheet, colour in either [1] [2] [3] or [4] with an HB pencil.

For example:

1 [1] [2] [4]

Please keep the following in mind:

1. There can only be one correct answer.
2. Read each question carefully and mark the correct answer.
3. ONLY USE AN HB PENCIL.
4. If you wish to change an answer, you should first erase the wrong answer.
5. DO NOT USE TIPPEX; USE AN ERASER.

Use the mark-reading sheet included in your study pack to answer this assignment.

Answer QUESTION 1– 20

Soil Rehabilitation South Africa is a company specialising in the rehabilitation of mines in South Africa. They organise seminars and workshops for clients both locally and internationally to inform people about the importance of soil rehabilitation. Mr Matthew Smart is the chairperson and Ms Zuki Ndaba is his administrative manager, but acts as secretary during meetings.

QUESTION 1

Which one of the following will provide the board members of Soil Rehabilitation South Africa with the opportunity to meet in order to discuss and take decisions on important matters?

- 1) An appointment
- 2) A notice of agenda
- 3) An invitation
- 4) A meeting

QUESTION 2

Ms Zuki Ndaba is the secretary to Mr Matthew Smart. Before he convenes a valid and legal meeting, she should ...

- 1) ensure that each member has the same understanding of the information and ideas.
- 2) draft a proper notice of a meeting and send it out to each member in good time.
- 3) arrange for the minutes of the meeting.
- 4) have analysed the possible ideas and problems that may arise during the meeting.

QUESTION 3

The board meeting of Soil Rehabilitation South Africa is an example of a ... meeting.

- 1) private
- 2) workshop
- 3) public
- 4) closed

QUESTION 4

Ms Ndaba is responsible for the seating arrangements for this meeting; and would like the chairperson to sit at the head of the table, farthest from the door. Which one of the following would be the ideal seating arrangement?

- 1) Circular
- 2) Satellite
- 3) Rectangular
- 4) Classroom

QUESTION 5

Which of the following aspects should be considered when Ms Ndaba compiles the agenda for this meeting?

- a) The Constitution of Soil Rehabilitation South Africa.
- b) The objectives of this meeting.
- c) People responsible for each item of business.
- d) The nature of the meeting.
- e) Time to be allocated for each item on the agenda.

- 1) a b c
- 2) b c e
- 3) a d e
- 4) b c d

QUESTION 6

The purpose of ... is to give members the opportunity to prepare themselves in advance for the meeting.

- 1) the minutes
- 2) a notice
- 3) an invitation
- 4) an agenda

QUESTION 7

What are the duties of Ms Ndaba before the board meeting?

- 1) Circulate the attendance register.
- 2) Open and constitute the meeting.
- 3) Define the time allocated to each topic.
- 4) None of the above.

QUESTION 8

Which one of the following statements is true about the duties of Ms Ndaba during a meeting?

- 1) Ensure that all members present sign the attendance register.
- 2) Maintain order during the meeting.
- 3) To ensure that possible electronic distractions are avoided.
- 4) Ensure that there is no deviation from the matters on the agenda.

QUESTION 9

“When members that attend a meeting are uncertain of the next move, the conversation dries up, begins to go in circles or degenerates into chat”. It is then the duty of the chairperson to intervene with a summary. Mr Smart should not try to summarise when the discussion is in full swing. Which one of the following is NOT the right time to summarise discussed matters?

- 1) At the end of items.
- 2) Once all the members present have left the meeting.
- 3) Within items.
- 4) At the end of the meeting.

QUESTION 10–13

Match the basic meeting terminology in column A with the correct definition in column B.

COLUMN A MEETING TERMINOLOGY	COLUMN B DEFINITION
10. Co-opt	1) A situation in which those attending the meeting have reached an agreement.
11. Consensus	2) Authority acquired by virtue of one’s position.
12. Deadlock	3) Appoint a member to a committee.
13. Ex officio	4) A situation where there is an equal number of votes for and against a particular proposal.

QUESTION 14

Which one of the following terms refers to a suggestion to be considered by the meeting?

- 1) a precedent
- 2) a proposal
- 3) an idea
- 4) a motion

QUESTION 15

Which of the following combinations can be regarded as contributing factors to the importance of taking the minutes of meetings?

- a) Serve as the official record of the meeting.
- b) Get explanations from speakers where necessary.
- c) Serve as evidence in court.
- d) Congratulate members when they reach a decision.
- e) Avoid electronic distractions.

- 1) d e
- 2) c d
- 3) a c
- 4) a b

QUESTION 16

The following is an example of a heading of minutes:

Minutes of the 10th annual board meeting of Soil Rehabilitation South Africa held on Tuesday, 12 November 2016 in the executive boardroom.

Which one of the following elements is NOT part of the information that must appear in the heading to the minutes?

- 1) the minutes of the meeting held on Tuesday 13 October 2016 were approved
- 2) the next meeting will take place on Tuesday, 5 December 2017
- 3) welcomed the chairperson, Mr Matthew Smart
- 4) at 12:00

QUESTION 17

A/an ... refer(s) to the number of members present at a meeting plus one additional member.

- 1) quorum
- 2) ad hoc committee
- 3) committee
- 4) ex officio

QUESTION 18

Which one of the following is NOT a valid reason for a chairperson to call a point of order during a meeting?

- 1) When a person displays immoral behaviour.
- 2) When a person proposes something that offends the rules of the procedure of the meeting.
- 3) When matters are discussed that are on the agenda.
- 4) When voting takes place without a quorum being present.

QUESTION 19

Identify the option that does NOT reflect the powers of the Chairperson, Mr Smart, during meetings.

- 1) He has the same rights as all the members present.
- 2) He may cast an ordinary vote like a member.
- 3) He has the power to adjourn the meeting when disorderliness makes it impossible to continue.
- 4) He may not vote during the meeting.

QUESTION 20

Which of the following is NOT a private meeting?

- 1) A nature conservation meeting
- 2) A committee meeting
- 3) A business meeting
- 4) A statutory meeting

TOTAL: [20]

**~ END OF ASSIGNMENT 01 ~
1st Semester**

Both Assignment 01 and 02 are compulsory.

DUE DATE: 03 April 2018

UNIQUE NUMBER:

708347

ASSIGNMENT 02

Study **chapter 8 and 19–21** carefully to answer the questions in this assignment.

CHAPTER 8

CONDUCTING EFFECTIVE MEETINGS

Read case scenario A below and then answer the questions that follow:

CASE SCENARIO A

XOLANI EVENT MANAGEMENT COMPANY

You are the senior administrator of the administrative department of the Xolani Event Management Company. You report directly to Mr Lee Takahashi, the manager of the administrative department. Mr Takahashi, who has been in South Africa for the past 15 years, has decided to resign and move back to Japan to be with his relatives.

Dr Precious Maimane has been appointed as the new manager of the administrative department as from 15 October 2018. Since Dr Maimane has been appointed externally, she is not familiar with the Xolani Event Management Company's policies or the general operations of the administrative department. The next administrative departmental meeting is scheduled for 1 November 2018.

Your duty will be to assist Dr Maimane to become acquainted with the policies and operations of the administrative department.

- 1.1 A secretary is responsible for the preparations of a meeting. Besides informing all the members who should attend the next departmental meeting of Xolani Event Management Company, the secretary should perform various duties before the meeting is scheduled for 1 November 2018. Provide any **eight duties** that the secretary should perform. (8)
- 1.2 Assist Xolani by explaining to him what the difference is between **motions** and **amendments**; and **how to handle** each of the actions if they occur during their departmental meetings. (6 x 2 = 12)
- 1.3 As the chairperson of a meeting, Xolani must ensure that he adheres to certain tasks entrusted to him when closing a meeting. Provide any five actions to be performed when the meeting comes to an end. (5)

[25]

Read case scenario B below and then answer the questions that follow:

CASE SCENARIO B

TRUST ISSUES: MAKE OR BREAK

About two years ago, Xolani Ledwaba, co-founder and Managing Director of the Xolani Event Management Company, which plans events for both the corporate and private sector, sensed turmoil in his team. “Things clearly were not working and morale was low,” he says. “Low morale is, in my experience, usually a trigger to bigger problems.”

Xolani suspected that people were upset because of a decision he had made some months earlier to restructure the team. But during team meetings colleagues were restrained. “I was not getting the whole story,” he says. “I needed to talk to people one-on-one.”

He sought out three colleagues – people with whom he had worked in the past and whose judgements he trusted, and met them individually for a drink after work. He chose a site away from the office so they would feel more relaxed. “I said, ‘Put yourself in my shoes and describe what you would do if you were me’,” he recalls. “It was a challenge getting them to be candid because they were not sure I wanted to hear what they had to say.”

Once his colleagues felt confident that he was “genuinely looking for an honest assessment”, they were more forthcoming. His intuition was right: his team was unhappy with the restructuring. They presumed he was not interested in their opinions, because he had brushed off complaints and defended the decision for months.

“One-on-one conversations are vitally important,” Xolani concluded. Based on the input from his team, he decided to reverse his decision. Morale improved immediately, as did performance.

Adapted from: <https://hbr.org/2014/10/how-to-get-your-employees-to-speak-up/>

- 2.1 There are many ways to solve problems, but some are regarded as irrational. Provide and briefly explain to Xolani the **five irrational approaches** that should be avoided when dealing with his staff that experience trust issues. (5 x 2 = 10)
- 2.2 When a problem occurs that Xolani has to solve he must possess the ability to distinguish between the actual problem and the various symptoms. Inform Xolani on the **features of the decision-making situation** to assist him as the Managing Director of Xolani Events Company. (6)

- 2.3 The majority of problems that Xolani can expect as the Managing Director will include **employees, systems and economic** issues. **Outline four of the most important problems** relating to **employees** that he can expect to encounter when solving the issues between staff members that are upset. (4)
- 2.4 As part of top management, Xolani 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 Xolani experienced** with his staff members that are not satisfied. (5)
- [25]**

CHAPTER 20	MANAGING CULTURAL DIVERSITY
-------------------	------------------------------------

- 3.1 Define the following concepts: (2 x 2 = 4)
- 3.1.1 "diversity"
- 3.1.2 "culture"
- 3.2 There are many differences among employees in an organisation. These differences can create various challenges and problems in the workplace. Identify and briefly discuss the various **diversity problems** that an organisation may encounter. (8)
- 3.3 Identify any five of the most important **cultural characteristics** related to the workplace. (5)
- 3.3 Justify why there should be an **increase in diversity awareness** in the corporate arena?
- 3.4 The activities required to change from an organisation that values cultural homogeneity to one that values cultural diversity, can be undertaken in five phases. What are these five phases? (5)
- [25]**

CHAPTER 21	BUSINESS ETHICS
-------------------	------------------------

Read case scenario C below and then answer the questions that follow:

CASE SCENARIO C

OFF THE CLOCK

Devi was recently promoted to a managerial position at Naledi Tool Manufacturers. In her new position, she is responsible for overseeing the company's production factory, which means that about 50 factory workers report directly to her. Although Devi previously worked as an engineer and does not have any experience in running a factory, she is excited to start working in her new position.

At the end of her first day, Devi is confused to see her factory workers continuing to work well past the end of their eight-hour shift. She then goes to the factory supervisor (who reports to her) to express concern, because the factory does not have the budget to pay so many workers overtime. The supervisor smiles at Devi and explains that the factory meets production goals by making the factory workers work off the clock. The workers are well-aware of this expectation and go along with it in order to keep their jobs. Devi is shocked to learn that this illegal practice has become part of the company culture, but the supervisor explains that the company's CEO (to whom Devi reports) is well-aware of this expectation.

- 4.1 **Define** the concept of **ethics** to Devi. (2)
- 4.2 Devi needs to ensure that she makes decisions based on ethical behaviour, since there may be grey areas which cause that individuals have conflicting views on various matters. Briefly explain the different **views** on **ethical behaviour** to assist Devi in making informed decisions when dealing with ethical issues at Naledi Tool Manufacturers. (8)
- 4.3 Devi understands the importance of having a code of ethics for Naledi Tool Manufacturers. It is very important to follow the steps of **developing a code of ethics**. **Provide** the **steps** to assist Devi in developing the code of ethics for their company to ensure that she follows proper procedure. (8)
- 4.4 In order to give some direction to Devi regarding international business ethics, one would need to look at the United Nations (UN) Global Compact. It asks organisations to embrace universal principles and collaborate with the United Nations. It has become a critical platform for the UN to engage with global business. The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies within the following core values namely human rights, labour standards, the environment and anticorruption. **Provide** the **principles** as part of labour standards and the environment. (7)

[25]

TOTAL: [100]

~ END OF ASSIGNMENT 02 ~
1st Semester

14.2 ADDENDUM B: SELF-ASSESSMENT

ADDENDUM B SELF-ASSESSMENT ASSIGNMENT FOR SEMESTER 1 AND SEMESTER 2 STUDENTS

ASSIGNMENT 03

Please study **Chapter 21** and **22** carefully to answer the questions in this assignment.

DO NOT SEND THIS ASSIGNMENT TO UNISA! IT IS FOR SELF-ASSESSMENT PURPOSES ONLY.

QUESTION 1

A **code of ethics** can be seen as a formal (or living) document that states an organisation's primary values and ethical rules that it expects its employees to follow.

- 1.1 **Discuss** the **factors** that the administrative manager needs to consider before a code of ethics is developed. (7)
 - 1.2 **Argue** how the administrative manager will ensure that the **code of ethics** that was developed for your organisation is working. (18)
- [25]**

QUESTION 2

- 2.1 Some businesses engage themselves in practices, which are unethical for the sake of survival. Such practices are based on beliefs that are wrong but are accepted as right in some circles. In this context, those wrong and yet commonly accepted beliefs are called **myths in business ethics**. Discuss the eleven (11) myths. (22)
 - 2.2 **Define** a **value system** that exists in organisations. (3)
- [25]**

QUESTION 3

Discuss the **risk management process** under the following headings:

- 3.1 Determine the objectives. (5)
- 3.2 Identify the risk. (2)
- 3.3 Evaluate the risk. (7)

- 3.4 Consider alternatives and select methods of dealing with the risk. (6)
- 3.5 Implement the decisions. (3)
- 3.6 Evaluate and revise. (2)
- [25]**

QUESTION 4

Discuss the **loss causation** model with reference to the following facets:

- 4.1.1 lack of control (10)
- 4.1.2 basic causes (8)
- 4.1.3 contact/incident (6)
- [25]**

TOTAL: [100]

14.3 ADDENDUM C: SELF-ASSESSMENT SOLUTIONS

ADDENDUM C
SUGGESTED SOLUTIONS TO SELF-ASSESSMENT ASSIGNMENTS
SEMESTER 1 AND 2

QUESTION 1

- 1.1 Before developing a code of ethics, it is important to consider the following factors:
- The size of the organisation (✓): The bigger the organisation, the more complex the code of ethics might be. (✓)
 - The contribution of employees (✓): The code should not only be developed by Human Resources; employees should also have the opportunity to give input. (✓)
 - The commitment of top management (✓); the example of top management is essential; especially in terms of the code of ethics.
 - The possibility of using a benchmark (✓): Although no two organisations are the same, examples of good codes of ethics are available against which your organisation can benchmark itself. . (✓)
- (7)

1.2 Discuss how the administrative manager will ensure that the code of ethics that has been developed for your organisation is working.

- **Publish the code and distribute it throughout the whole organisation (✓):** Use all the communication channels to ensure that every employee has a copy. Staff must be made aware of the code on a continuous basis. It is a must to inform clients and suppliers of the code and the way in which it influences them. (✓)
- **Start the training process (✓):** The whole purpose of the code of ethics will be lost if employees do not receive the necessary training. Staff should be sensitised towards living these values to aid them in their decision-making processes. The code must also inform employees of where they can get assistance when needed. Training must be done on a continual basis, particularly the training of new employees when they join the organisation. (✓)
- **Get it endorsed by top management (✓):** The best way of getting such an endorsement is by example. All senior staff must see the code of ethics as normal good business practice, which is also reflected in the policies and regulations that they implement. (✓)
- **Speak up/blow the whistle (✓):** All staff must be assured that all reports of contraventions of the code of ethics will be handled with the utmost confidentiality. Failure to ensure that staff can speak up about any breach of the code of ethics in safety; and without any kind of harassment or other action against them, will render the code redundant. The process of whistle-blowing must also be clear to staff. (✓)
- **Include the code in contracts (✓):** Adherence to the code must be made obligatory for staff by including a reference to compliance and possible disciplinary steps in the employment contract. Even contracts with suppliers should contain such a reference. (✓)
- **Monitor the process (✓):** The whole process should be monitored so that the organisation can ascertain how successful the company is in living up to its code of ethics. One way of doing it is with staff or client surveys. It is also important to establish performance indicators that can be used to measure the success. (✓)
- **Reward ethical behaviour (✓):** Employees must be informed about incentives that are available as a reward for ethical behaviour. Incentives do not necessarily have to be in monetary terms. The rewarding of staff will have a positive influence on ethical behaviour and the success of the code of ethics. (✓)
- **Review the code (✓):** It cannot be stressed enough that the code should be reviewed on a regular basis since people, values and organisations change over time. (✓)
- **Report on success (✓):** The success of a code of ethics and the way it has contributed to the success of the organisation should be reported as widely as possible. The reporting should be internal and external as all stakeholders should take note of it. (✓)

(18)

[25]

QUESTION 2

2.1 Myths (page 439–441)

Myth 1: Business ethics is part of religion and not management

The main purpose of implementing a business ethics code in a business is to ensure that people act according to the values of the business and do not change their values (the latter is part of religion). However, it is important to point out that the more the values of the employees are aligned with those of the business, the better the business will function. (✓)(✓)

Myth 2: Self-interest is the only way to survive

As competition in business is fierce, it is important to look after yourself in order to survive. Some people, therefore, believe that focusing on ethics and the needs of others leads to destruction. The opposite is true, since respecting others will lead to them respecting you. This view focuses on attack as the best way to survive, which is a myth. (✓)(✓)

Myth 3: Ethics is suitable for the bigger things

This myth suggests that ethics only applies to the major things in an organisation, like management's accountability towards paying taxes to the government. However, it is the small things that happen in the everyday running of the business that determine whether or not the business is successful. Unethical behaviour on a large scale starts small but spreads like wildfire. (✓)(✓)

Myth 4: Business ethics is the new buzzword

People think that ethics, like any buzzword, will come and go. However, as competition grows because of globalisation, so does the need for a sustainable way of ensuring good business around the globe. The more countries and businesses enter this arena, the more there is a need for ethical behaviour. It is no wonder that the concept of international ethics has also emerged as a field of study. (✓)(✓)

Myth 5: Good guys do not survive

This myth emphasises once again that by doing good, you will not survive the cruel, competitive world of business. It stresses that only by being ruthless can you ensure your survival. It suggests that the choice is between ethical and unsuccessful and unethical and successful. Once again, this myth clearly is a contravention of the truth, which shows time and again that unethical behaviour leads to the downfall of many. (✓)(✓)

Myth 6: It is all about profit

This myth says that, since the main reason for being in business is to make a profit, it does not matter how it is made. People who subscribe to this myth believe that ethical behaviour does not contribute towards profits; and is therefore not worthwhile. Contrary to this, experience shows that ethical behaviour leads to trust and ensures a loyal client base. (✓)(✓)

Myth 7: When in Rome, do as the Romans do

As was stated earlier, the way people behave cannot be seen in isolation from the environment in which they operate. This has probably led to this myth that your actions should mirror those of your fellow members of society. It is not true, though, because you as an individual can choose your actions. Working for a company where others are unethical does not mean that you have to be unethical. Such behaviour shows poor leadership, which needs to be challenged. (✓)(✓)

Myth 8: Ethics cannot be managed

The truth is that ethics is always managed, but not nearly as well as it should be managed. The fact that we are sometimes silent on the reasons for our actions is proof of the indirect way ethics is managed. Companies have codes of ethics and countries have constitutions to show how they should conduct themselves. They represent the value systems by which people live. (✓)(✓)

Myth 9: We are not in trouble with the law, so we are ethical

This is not necessarily true, because an organisation can operate within the boundaries of the law, but still be unethical. For example, some wheeling and dealing are just within the limit of the law, but at a later stage will lead to trouble with the law. The example of boiling a frog as a metaphor in this situation: the frog does not realise that the water is getting too hot because the temperature increases slowly. It is eventually cooked in the boiling water. In the same way, people do not realise that things are changing for the worse until it is too late. (✓)(✓)

Myth 10: It is easy to be ethical

The truth is that it is difficult to be ethical. Even to realise that you have an ethical dilemma is not easy, since it is not often exposed. (✓)(✓)

Myth 11: Ethics is simply doing the right thing

Although it is stated as a myth, it is actually partially true. Ethics is doing the right thing, but the problem is how to go about practically applying it and managing it in a business environment with a diverse workforce. What is right for one person might not be right for another. To align these differences with the goals of the organisation is the problem. (✓)(✓)

(22)

2.2 Value systems (page 436)

A value system in an organisation is a set of values adopted and developed (✓) by the people in an organisation as a type of standard to guide their behaviour and preferences in all aspects of the business. (✓) In the workplace with its diverse workforce where each individual has his or her own value system, it is difficult for the manager to get everybody to accept the ethics that the business has set for itself. (✓).

(3)

[25]

QUESTION 3

3.1 Determine the objectives (page 452)

To know exactly what must be done in the risk management programme (✓)

A plan must be worked out. (✓)

Examples of possible objectives: (✓)

- Ensuring the organisation's survival. } (✓)
- Minimising the cost. }
- Protecting employees against accidents. }

Risk management objectives are usually formulated in the Risk Management Policy. (✓)

(5)

3.2 Identify the risk (page 452)

First identify the potential risks – usually done by an external party, such as an insurance agent or a risk management consultant. (✓) Risks are usually identified, using the following: the organisation's internal records; insurance policy checklists; risk analysis questionnaires; flow process diagrams; analysis of financial statements; inspection of the organisation's activities and interviews. (✓)

(2)

3.3 Analyse and evaluate the risk (page 452)

This includes measuring the **potential size** of the loss as well as the **probability** that the loss will occur; and **prioritising** these possible losses. (✓)

Criteria for prioritising losses:

- *Critical risk* (✓): All exposure to losses where the possibility of loss could lead to the termination of the organisation's existence as a result of bankruptcy. (✓)
- *Important risk* (✓): Those exposures where possible losses would not lead to bankruptcy but could cause the organisation to have to borrow capital in order to continue with its activities. (✓)
- *Unimportant risk* (✓): Those exposures where possible losses could be countered with the organisation's existing assets or current income without incurring an unnecessary financial burden. (✓)

(7)

3.4 Consider alternatives and select methods of dealing with the risk (page 453)

Avoiding risk, retaining risk, transferring risk or reducing risk (✓) (✓)
(Each could be discussed briefly.)

- *Risk avoidance* – when the individual or organisation refuses to accept it. (Leasing property instead of buying it.) (✓)
- *Risk reduction* – can be done in two ways. The first is by loss prevention and control. Secondly, risk can be reduced, using the law of quantity. (✓)
- *Risk retention* – when positive steps are taken to avoid, reduce or transfer this, the possibility of the risk becoming reality is reduced. When the risk is no longer acknowledged, it is unconsciously retained. (✓)
- *Risk transfer* – may be from one individual to another who may be more willing to carry it. Insurance is an example of risk transfer. (✓)

(6)

3.5 Implement the decisions (page 453)

- If a decision is taken in favour of risk retention, it can be achieved with or without a reserve; and with or without a fund. (✓)
- If one decides to use loss control to deal with a specific risk, a proper loss control programme must be designed and implemented. (✓)
- The decision to transfer the risk to insurance must be followed by the selection of an insurer and negotiations in connection with placing the insurance. (✓)

(3)

3.6 Evaluate and revise (page 454)

Things change, new risks arise and old risks disappear. As a result, the techniques that worked the previous year will not necessarily work the next year. (✓) Evaluation and revision must take place continuously. (✓)

(2)

[25]

QUESTION 4

Accidents are caused by a series of events, or are a combination of circumstances and activities that culminate in a loss. These losses can be injuries, damage or interruptions in an organisation's activities. The loss causation model includes:

LACK OF CONTROL

Control is one of the four management functions, the other three being planning, organising and leading. These functions should be present in any management work, irrespective of the level or title of the position. Any person performing professional management work knows the safety or loss control programme and standards; plans and organises the work; complies with the standards; gives guidance to people on how to comply with the standards; measures his or her own job performance and the job performance of others; evaluates the results and needs; acknowledges good work; and constructively tries to improve on work.

There are three causes of a lack of control, and these are as follows:

- an insufficient programme
- insufficient programme standards
- insufficient compliance with standards

Insufficient programme: A safety/loss programme may be insufficient as a result of too few programme activities. Although such activities will differ according to the business' size, type, nature and objectives, certain loss control elements occur in all successful enterprises.

Insufficient programme standards: A common deficiency is that standards exist, but that they are not specific, clear or high enough to ensure any significant success.

Insufficient compliance with standards: Most managers acknowledge that insufficient compliance with standards is the greatest single cause of the safety/loss control programme not always performing as it should.

[**Any 5 relevant points** (✓) (✓)(✓)(✓)(✓)]

BASIC CAUSES

Basic causes are the actual causes of the symptoms; in other words, the defects in the system that cause the losses or the reason for the occurrence of substandard actions and conditions. The basic causes of accidents can be divided into two categories – personal factors and job factors (work environment). These factors are the underlying reasons for substandard actions being performed or occurring.

Personal factors include the following:

- insufficient ability – physical or mental
- lack of knowledge
- lack of skill
- stress – physical or mental
- insufficient motivation

Job factors (work environment) include the following:

- insufficient leadership and/or supervision
- insufficient performance as regards engineering
- insufficient purchases
- insufficient maintenance
- insufficient tools, equipment and materials
- wear and tear
- abnormal use and abuse

[**any 6 relevant points** (✓)(✓)(✓)(✓)(✓)(✓)]

IMMEDIATE CAUSES

Immediate causes are actions and conditions that are substandard. Substandard actions and conditions are simply the symptoms of the basic causes. Management must always try to eliminate the underlying causes, simply concentrating on the symptoms provides no lasting solution.

Substandard conditions

Substandard conditions are physical working conditions that are below the expected standard. They cause a high-risk area or an unsafe work environment. Unsafe working conditions such as machinery left unattended, poor housekeeping; insufficient light and poor ventilation are the cause of approximately ten per cent of all accidents.

Substandard actions

Substandard actions are caused by the behaviour of people who place actions at risk. This means that people act in contravention of accepted safety practices, creating a dangerous situation that usually ends in a loss. Substandard actions include working without the necessary authority; not warning someone; issuing safety equipment that is not safe or is in poor condition and fooling around at work. Approximately 88% of all accidents are caused by unsafe or substandard actions of people at work.

[**any 8 relevant points** (✓)(✓)(✓)(✓)(✓)(✓)(✓)(✓)(✓)]

CONTACT/INCIDENT

A contact or an incident is the event that precedes the loss or the contact that causes or could cause the injury or damage. Substandard conditions and actions cause a contact, which is an undesirable event in which a person's body or part of an item of equipment is subject to an external force that is greater than the resistance it can offer; this results in injury or damage. To think of accidents in terms of a contact and a transfer of energy helps one to formulate a form of control for them. Control measures that absorb or reduce such a transfer can be used to minimise the damage of such energy at the point of contact. Personal protective equipment and screens are good examples of this. For example, a hard hat cannot stop a brick falling on a worker's head, but it can help to absorb or deflect the energy and reduce the damage in this way. Other control measures involve replacing a dangerous substance with something less dangerous; reducing the amount of energy released (for example, using hot water rather than boiling water in showers); adding weights or taking other measures to prevent machinery from overturning; and honing down or covering sharp edges on equipment.

[**any 6 relevant points** (✓)(✓)(✓)(✓)(✓)(✓)]

[25]

TOTAL: [100]

14.4 ADDENDUM D: SECOND SEMESTER ASSIGNMENTS

ADDENDUM D SECOND SEMESTER ASSIGNMENTS

Assignment 01 and 02 are compulsory.

DUE DATE: 10 August 2018	UNIQUE NUMBER:	891270
---------------------------------	-----------------------	---------------

ASSIGNMENT 01

Assignment 01 covers all the content of **Chapter 8** in the prescribed book. This assignment consists of **20 multiple-choice questions (MCQ)**. Use a mark-reading sheet to answer the assignment questions. You may also use the myUnisa system to submit it.

NOTE: Post this assignment at least 14 days prior to the due date. You must submit this assignment to gain admission to the examination. When using the online submission option, you can submit at least two days before the due date to be safe.

INSTRUCTIONS

We require that you respond to all the questions in the assignment, starting on page 40. Use an HB pencil to mark the number that best indicates your answer next to the corresponding question number.

Please read the example below.

EXAMPLE**QUESTION 1**

In order for a control system to be effective, the system needs to be able to accommodate change. This characteristic is referred to as ...

- 1) integration.
- 2) flexibility.
- 3) accuracy.
- 4) timeless.

YOUR ANSWER

On the mark-reading sheet, colour in either [1] [2] [3] or [4] with an HB pencil.

For example:

1 [1] [2] [4]

Please keep the following in mind:

1. There can only be one correct answer.
2. Read each question carefully and mark the correct answer.
3. ONLY USE AN HB PENCIL.
4. If you wish to change an answer, you should first erase the wrong answer.
5. DO NOT USE TIPPEX; USE AN ERASER.

Use the mark-reading sheet included in your study pack to answer this assignment.

QUESTION 1

No binding decisions may be taken during a ... meeting

- 1) private
- 2) annual general
- 3) board
- 4) public

QUESTION 2

The chairperson has the power to ... the meeting when some members use insulting language and do not allow other members the opportunity to speak.

- 1) postpone
- 2) terminate
- 3) adjourn
- 4) close

QUESTION 3

With regard to possible seating arrangements for meetings, a/an ... arrangement is most commonly used for formal meetings.

- 1) rectangular
- 2) satellite
- 3) classroom
- 4) u-shaped

QUESTION 4

Which one of the following parts of a meeting involves drafting an agenda, briefing and routine administration?

- 1) Logistics
- 2) Cycle
- 3) Planning process
- 4) Management phases

QUESTION 5

With regard to possible seating arrangements for meetings, a ... arrangement is used when the flow of information is in one direction.

- 1) satellite
- 2) u-shaped
- 3) classroom
- 4) rectangular

QUESTION 6

A meeting is ... once all the points on the agenda have been dealt with.

- 1) adjourned
- 2) finished
- 3) closed
- 4) terminated

QUESTION 7–10

Match the terminology regarding meetings listed in column A with the correct description in column B.

COLUMN A TERMINOLOGY		COLUMN B DESCRIPTION	
7.	Honorarium	1)	Voting done secretly or anonymously.
8.	Appeal	2)	Sum of money allocated for a service rendered (voluntary gesture).
9.	Constitution	3)	Formal objection to a decision.
10.	Ballot	4)	List of rules to control the organisation's activities.

QUESTION 11

Which of the following options is the written reflection of matters discussed at a meeting and decisions that arose from the discussions?

- 1) Ballot
- 2) Minutes
- 3) Agenda
- 4) Summary

QUESTION 12

When all the members present at a meeting vote in favour of a motion, we refer to that vote as ...

- 1) unanimous.
- 2) seconded.
- 3) a casting vote.
- 4) a proxy.

QUESTION 13

Which of the following time restrictions necessitate a guillotine ruling during a meeting?

- a) Time allowed for proposal discussion.
- b) Time allowed to accommodate members that arrive late due to unforeseen circumstances.
- c) Time restriction on the duration of a meeting.
- d) A time ruling given by the chairperson when there is a deadlock in the members' votes.
- e) Time allowed for re-voting where there are an equal number of votes for and against a proposal.

- 1) b d e
- 2) a b
- 3) c d e
- 4) a c

QUESTION 14

Once a motion has been proposed and seconded, it is ...

- 1) voted on.
- 2) *in camera*.
- 3) debated.
- 4) convened.

QUESTION 15

Which of the following options refer to the duties the secretary has to perform after a meeting?

- a) Leave the venue as it was found.
- b) Notify the switchboard that the meeting is over.
- c) Ensure that all the members sign the attendance register.
- d) Schedule relevant dates in the chairperson's diary.
- e) Assist the chairperson in determining whether a quorum was present.

- 1) b c d
- 2) a b d
- 3) a c
- 4) b e

QUESTION 16

Which one of the following options forms part of the phases of meeting management?

- 1) Planning, conducting and follow up.
- 2) Notifying the participants in good time.
- 3) Distributing the agenda.
- 4) Dispatching the minutes

QUESTION 17

Which one of the following suggestions does NOT contribute to the effectiveness of a meeting as a communication vehicle?

- 1) Start and adjourn the meeting in good time.
- 2) Offer refreshments to improve concentration.
- 3) Meet only for valid reasons.
- 4) Be flexible on the starting time to allow all members to attend.

QUESTION 18

Which one of the following statements refers to the duties of the secretary during a meeting?

- 1) Maintain order during the meeting.
- 2) Ensure that a quorum is present before the meeting starts.
- 3) Return the minutes, notes, files and other documentation to the office.
- 4) Ensure that there is no deviation from the matters on the agenda.

QUESTION 19

When a discussion is in progress, the chairperson should not try to summarise what participants say. How should the chairperson summarise what was said at a meeting?

- 1) Provide a brief summary at the end of the meeting.
- 2) Seal an agreement by clarifying what was agreed on at the end of the item.
- 3) Control contributions by summarising what the contributors have said.
- 4) All of the above.

QUESTION 20

Arrange the following items that should be in a notice of a meeting in the correct sequence in which a valid notice should be compiled.

- a) Name and signature of the office bearer responsible for serving the notice
- b) Day, date and time of the meeting
- c) Nature of the meeting
- d) Agenda of the meeting
- e) Chairperson
- f) Address of specific place/organisation
- g) Date notice was sent

- 1) d b c e f a g
- 2) c b f e a d g
- 3) f a c b d g e
- 4) b f e a g d c

TOTAL [20]

~ END OF ASSIGNMENT 01 ~
2nd Semester

Assignment 01 and 02 are compulsory.

DUE DATE: 07 September 2018

UNIQUE NUMBER:

828365

ASSIGNMENT 02

Study **chapter 8 and 19–21** carefully to answer the questions in this assignment.

Read case scenario A below and then answer the questions that follow:

CASE SCENARIO A

MANGANESE MANUFACTURING COMPANY – PART A

When Mr Samson Maile, a 42-year-old electronic engineer, joined the Manganese Manufacturing Company approximately three years ago, he was assigned to the production division to assist mainly with office work measurement and product design. He soon became extremely interested in his work as well as in the possibilities it offered in terms of his future career development. His output was consistent and he developed many standards. However, many of his colleagues thought he was too aggressive and overconfident. They also did not trust him, believing that he would rationalise many of their jobs if he could.

About a year ago, the production manager, Mr Donald Smith, who reported to the general manager of Manganese Manufacturing Company, resigned to relocate to Limpopo on account of his wife's health. Dr John Rakau, the general manager of the company, had taken note of Mr Maile's dynamic personality and competence; and believed that Mr Maile was the most suitable candidate to fill the production manager's position. He therefore instructed Ms Naidoo, the Human Resources (HR) Manager, to offer this position to Mr Maile, who duly accepted the position of production manager.

Within his first three months in the new position, Mr Maile submitted a coordinated proposal that he believed would save the company a considerable sum of money. He stressed that his proposal could improve overall productivity and also reduce unnecessary expenditure resulting from the duplication of tasks across departments. Reluctantly, Dr Rakau gave Mr Maile permission to implement his proposal; however, he stressed that the anticipated findings of Mr Maile's proposal should be discussed with him (Dr Rakau), as well as the other line managers. Subsequently, Mr Maile conducted face-to-face interviews with Ms Smith, the financial manager; Mr Ndaba, the marketing manager; Ms Mawila, the sales manager and Mr Botha, the administrative manager. Once Mr Maile had formulated his findings based on the interviews, Dr Rakau agreed that he could implement this cost saving plan in his own department (production) as a pilot project. Mr Maile then convened a meeting with his subordinates to discuss the proposal. He was well aware that there were trust issues among colleagues; and that they talked in the passages about the sensitive issue of allocation of offices in the new wing identified for relocation. These matters were placed on the agenda for discussion. One matter that had been raised at the previous departmental meeting was the relocation of the production section to the newly erected wing of the existing building; this also needed to be placed on the agenda for further discussion at the forthcoming meeting.

CHAPTER 8**CONDUCTING EFFECTIVE MEETINGS**

- 1.1. Mr Maile is newly appointed as the production manager with little meeting procedure experience. Assist Mr Maile to understand what the purpose of hosting meetings are in order to prepare him for the meeting with his subordinates by providing four (4) purposes.
- 1.2 In order for Mr Maile to chair a meeting that is valid and legal, there are certain requirements that should be met. **Outline** these **requirements** to him. (3)
- 1.3 Mr Maile needs to take the cycle of a meeting into consideration when planning and arranging meetings. This will assist him in adhering to deadlines and ensuring that everyone involved knows when they can expect what to happen. For Mr Maile to understand the stages in the cycle of a meeting that takes place monthly, briefly explain the nine stages to him. (9 x 2 = 18)

[25]**CHAPTER 19****PROBLEM-SOLVING AND DECISION-MAKING**

- 2.1 Mr Maile needs to understand the **brainstorming technique**. **Explain brainstorming as a problem-solving technique** and outline the **rules** that should be followed during such a session (Refer to case scenario A). (6)
- 2.2 Provide Mr Maile with **six (6) possible systems problems** he might encounter at Manganese Manufacturing Company. (6)
- 2.3 **Define** the terms "**routine**" and "**non-routine decisions**" and provide **an example** to demonstrate your understanding of the two concepts. (4)
- 2.4 Mr Maile has to deal with a particular problem that should be solved. He has dealt with the first four steps (diagnosed the problem, analysed the environment and other factors, identified the actual problem and developed alternative solutions). During the fifth step, he has to evaluate alternative solutions. **Guide** him by providing **seven (7) criteria** that can assist him. (7)
- 2.5 Highlight the **difference** between the **Delphi technique** and the **nominal group technique (NGT)** as problem-solving aids. (2)

[25]

Read case scenario B below and then answer question 3 and 4 that follow:

CASE SCENARIO B

MANGANESE MANUFACTURING COMPANY – PART B

Manganese Manufacturing Company implemented an office improvement programme. Eight months after implementation, Mr Garreth Davids began to feel that there was no progress. Ms S'bu Moemise, the Administrative Manager, and Mr Davids's superior, kept giving him additional tasks to complete, which he considered to be time-consuming and unimportant. Mr Ms Moemise tasked Davids to visit all the large offices to determine the number of staff members who use laptops instead of desktops for telecommuting purposes. Based on these findings, Ms Moemise wanted to establish if it would be beneficial to rather allocate laptops to all staff members. Mr Davids performed this task, but believed that his superior was not really interested in the outcome of this exercise.

Things remained unchanged for the next three months. Mr Davids was kept busy with special assignments, which he believed were commissioned by the company's top executives; yet, he was of the opinion that he was achieving nothing worthwhile. Therefore, he arranged a meeting to discuss his feelings with his superior and challenged the situation. He received an unsatisfactory, vague response. After considering the situation for a number of days, he decided to resign with immediate effect.

Only five months after migrating from India to South Africa, Mr Faizel Khan joined Manganese Manufacturing Company as a replacement for Mr Davids. Mr Kahn has excellent writing skills, resulting from five years of English language study in his homeland; however, owing to a lack of practise, his oral language skills are still not well-developed. This has created problems, because after being in the job for some time, he is expected to answer international calls over and above his normal day-to-day contact with local customers who require tailor-made products. Apart from the language barrier, Mr Khan's personality poses a problem: Although he is very pleasant and well-liked, he is extremely shy, which makes him reluctant to speak up and gain the speaking experience he needs. His supervisor, Ms Moemise, has noticed that as time goes by, Mr Khan's work continues to improve, but not his level of confidence. Another problem is that Mr Khan refuses to adhere to the company's dress code and insists on wearing his traditional attire.

Ms Moemise discusses the issue with you, her assistant, and the other supervisors, who are of the opinion that Mr Khan is making progress and that he will overcome the communication barrier in time. Ms Moemise disagrees and indicates that she is seriously considering terminating Mr Khan's employment because of his inability to communicate effortlessly. The only reason she has postponed making a decision so far is because Mr Khan also has a physical disability (he lost the use of one hand in an accident while working in a car manufacturing plant in India).

- 3.1 Explain any four (4) **elements of culture** and provide **examples** to demonstrate your understanding of each element that Ms Moemise has to deal with at Mananese Manufacturing Company. (4 x 3 = 12)
- 3.2 Ms Moemise can take a number of steps to change attitudes and values and to promote the effective management of diversity. Provide Ms Moemise with ten different steps that she can follow to succeed in **managing diversity effectively** at Manganese Manufacturing Company. (10)
- 3.3 Mention any three (3) of the reasons for **increased diversity** in the workplace. (3)
- [25]**

- 4.1 Define the concept of **value systems** in organisations. (2)
- 4.2 Critically discuss the role of **policies and procedures** in the management of ethics. (3)
- 4.3 The code of ethics is a living document, which must guide the actions, decisions and behaviour of every individual in the organisation. In order to have a living document, management has to make the code of ethics work. **Discuss** the last four (4) steps of how a manager can make the **code of ethics work**. (8)
- 4.4 The information age has triggered many new **ethical issues** in the work environment. Although technology has changed and information is much more available, ethical issues and moral dilemmas have not changed. With this discussion in mind, answer the questions below.
- 4.4.1 What guidelines/directives should be in place to manage information issues with special regard to **accountability, liability and control**? (3)
- 4.4.2 The advancement in technology has not only brought advantages but also several disadvantages. Emphasise the **disadvantages** that have an effect on ethics and the organisation, with regard to **quality of life: equity, access and boundaries**. (3)
- 4.5 Provide **six (6) benefits of ethics management** within a work environment. (6)

[25]

TOTAL: [100]