***SUMMATIVE ASSESSMENT ACTIVITY 1: KNOWLEDGE ASSESSMENT***

**1. Describe personal values, organisational ethics, and organisational culture.**

* Personal values refer to the principles, beliefs, and standards that individuals hold dear and guide their behaviour and decision-making.
* Organizational ethics, on the other hand, are the moral principles and values that govern the behavior of individuals and groups within an organization, guiding their actions toward what is considered right or wrong in the context of the organization's goals and values.
* Organizational culture encompasses the shared beliefs, norms, attitudes, and behaviors that characterize an organization, shaping its identity and influencing how members interact and make decisions.

**2. Describe two possible conflicts between personal values and the entity's values and ethical codes.**

Conflict may arise when an individual's personal values clash with the organization's values or ethical codes. For example, if an employee values environmental sustainability but works for a company that prioritizes profit over environmental conservation, they may experience a conflict of interest. Similarly, if an organization promotes transparency and honesty, but an employee's personal values prioritize loyalty to colleagues over reporting misconduct, they may face a dilemma.

**3. Identify and list 5 general tips to implement good business conduct (principles of business/corporate ethics).**

1. Clearly communicate ethical standards and expectations to all employees.
2. Lead by example: demonstrate ethical behavior from top management down.
3. Establish mechanisms for employees to report unethical behavior confidentially.
4. Provide regular ethics training and education to raise awareness and reinforce values.
5. Implement consequences for violating ethical standards, ensuring accountability.

**4. Identify and list 6 core or universal ethical values (National and international best practices in respect of business/corporate ethics).**

1. Integrity
2. Honesty
3. Respect
4. Responsibility
5. Fairness
6. Accountability

**5. Describe how an organisation should demonstrate its commitment to its code of ethics according to the South African Constitution.**

* An organization can demonstrate its commitment to its code of ethics in accordance with the South African Constitution by:
* Integrating ethical principles into all aspects of decision-making and operations.
* Establishing policies and procedures that align with constitutional values of equality, dignity, and justice.
* Ensuring equal opportunities and fair treatment for all employees, regardless of race, gender, or other characteristics.
* Creating a supportive environment for reporting ethical concerns without fear of retaliation.
* Regularly reviewing and updating the code of ethics to ensure relevance and effectiveness.

**6. Explain corporate governance and the King III Report.**

Corporate governance refers to the system of rules, practices, and processes by which a company is directed and controlled. It encompasses the relationships among stakeholders and outlines the responsibilities and accountabilities of the board of directors, management, and shareholders. The King III Report is a set of guidelines on corporate governance principles and practices issued by the Institute of Directors in Southern Africa. It provides recommendations for improving transparency, accountability, and ethical behavior within organizations.

**7. List and describe the key principles of the King III report.**

* **Leadership:** Effective leadership is crucial for fostering ethical culture and accountability.
* **Sustainability:** Organizations should consider the long-term impact of their decisions on all stakeholders.
* **Transparency:** Transparency in reporting ensures stakeholders have access to accurate and timely information.
* **Accountability:** Clear roles, responsibilities, and reporting lines enhance accountability at all levels.
* **Ethical behavior:** Upholding ethical standards is essential for maintaining trust and integrity within the organization.

**8. Describe what is meant by: “entity's triple bottom line”.**

The entity's triple bottom line refers to a framework that evaluates a company's performance based on three dimensions: financial, social, and environmental. It goes beyond traditional financial metrics to assess the company's impact on people (social) and the planet (environmental), in addition to its financial profitability.

**9. Identify and list any 2 acts, regulations, codes, and other documents that are considered to be the imperatives for ethical conduct in South African organisations.**

1. The Companies Act, 2008
2. The Broad-Based Black Economic Empowerment (B-BBEE) Act, 2003

***SUMMATIVE ASSESSMENT ACTIVITY 2: KNOWLEDGE ASSESSMENT***

**1. Explain the concept of best practice.**

Best practice refers to a method, process, or technique that is widely recognized as superior and produces exceptional results within a particular industry or field. It represents the most effective and efficient way of achieving desired outcomes based on empirical evidence, industry standards, and expert consensus. Best practices are continually evaluated and updated to reflect advancements in technology, changes in regulations, and evolving organizational needs.

**2. Explain the meaning of world-class competitiveness.**

World-class competitiveness denotes an organization's ability to compete effectively on a global scale, surpassing industry standards and rival companies in terms of quality, innovation, efficiency, and customer satisfaction. Achieving world-class competitiveness involves optimizing internal processes, leveraging technology and talent, fostering a culture of continuous improvement, and staying attuned to market trends and customer preferences.

**3. Identify and list 4 techniques for analysing policies, processes, and practices in your unit against best practices.**

* **Benchmarking:** Compare key performance metrics and practices against industry leaders or top-performing organizations to identify areas for improvement.
* **Gap Analysis:** Assess the disparity between current practices and desired best practices to pinpoint areas requiring attention and intervention.
* **SWOT Analysis:** Evaluate strengths, weaknesses, opportunities, and threats related to existing policies, processes, and practices to devise strategic action plans.
* **Performance Reviews:** Conduct regular evaluations of organizational performance and outcomes against predefined benchmarks and objectives to gauge alignment with best practices.

**4. Summarize a strategy for overcoming resistance to change.**

A strategy for overcoming resistance to change involves several key steps:

* **Communication:** Clearly communicate the need for change, its rationale, and anticipated benefits to stakeholders at all levels of the organization.
* **Involvement:** Involve employees in the change process by soliciting their input, addressing concerns, and empowering them to contribute to decision-making.
* **Education and Training:** Provide education and training programs to equip employees with the knowledge, skills, and tools necessary to adapt to new processes or systems effectively.
* **Support:** Offer emotional and logistical support to individuals experiencing apprehension or uncertainty about the change, fostering a culture of empathy, collaboration, and resilience.

***SUMMATIVE ASSESSMENT ACTIVITY 3: KNOWLEDGE ASSESSMENT***

**1. Define knowledge management:**

Knowledge management is the leveraging of collective wisdom to increase

responsiveness and innovation. Or knowledge management is the systematic processes by

which knowledge needed for an organisation to succeed is created, captured, shared and

leveraged.

**2. Define each of the following concepts of knowledge management:**

• **Intellectual property:** Intellectual property (IP) refers to creations of the mind: inventions, literary and artistic works, and symbols, names, images, and designs used in commerce.

**• Intellectual capital:** Intellectual capital includes everything an organisation knows. That can be ideas, different kinds of knowledge and innovations that determine the value and competitiveness of an organisation. The value of an organisation is made of physical assets, various financial assets, and intangible assets, i.e., intellectual capital (IC).

**• Organisational learning:** Organisational learning is an area of knowledge within organisational theory that studies models and theories about the way an organisation learns and adapts. In organisational development (OD), learning is a characteristic of an adaptive organisation (an organisation that can sense changes in signals from its environment and adapt accordingly). OD specialists endeavour to assist their clients to learn from experience and incorporate the learning as feedback into the planning process.

**• Learning organisation:** A learning organisationis a term given to a company that facilitates the learning of its members and continuously transforms itself. Learning organisations develop because of the pressures facing modern organisations and enables them to remain competitive in the business environment.

**3. Define “knowledge economy” and explain the driving forces of knowledge economy with an example.**

The knowledge economy can either refer to an economy of knowledge focused on the

production and management of knowledge in the frame of economic constraints, or to a

knowledge-based economy (more frequently used).

A knowledge-based economy refers to the use of knowledge technologies (such as knowledge engineering and knowledge management) to produce economic benefits as well as job creation. The essential difference is that in a knowledge economy, knowledge is a product, but in a knowledge-based economy, knowledge is a tool.

Various observers describe today’s global economy as one in transition to a “knowledge

economy”, as an extension of an “information society”. The transition requires that the rules and practices that determined success in the industrial economy need rewriting in an

interconnected, globalised economy where knowledge resources such as know-how and

expertise is as critical as other economic resources.

**4. Identify and list the components of a system for institutionalising knowledge management.**

1. people,
2. infrastructure,
3. software,
4. hardware, and
5. information.

**5. Identify and list 10 principles of knowledge management.**

1. Knowledge Management is a discipline.
2. One champion is not enough.
3. Cultural change is not automatic.
4. Create a change management plan.
5. Stay strategic.
6. Pick a topic, go in-depth, keep it current.
7. Do not get hung up on the limitations.
8. Set expectations or risk extinction.
9. Integrate knowledge management into existing systems.
10. Educate your users.

**6. Create a diagram to show the creation, sharing and storage of knowledge.**



***SUMMATIVE ASSESSMENT ACTIVITY 4: PRACTICAL ASSESSMENT***

**1.Apply the concepts of best practice and knowledge management to a unit**

(a) **Flowchart illustrating the creation and communication process for developing an app.**



(b). **Best Practices Identification:**

In our software development unit at Dashpay, key best practices for knowledge management include:

* **Agile Methodology:** Adopting Agile practices enables continuous collaboration, feedback, and adaptation, facilitating efficient knowledge sharing and problem-solving among team members.
* **Version Control Systems:** Utilizing version control systems like Git allows for the effective management and tracking of code changes, ensuring that all team members have access to the latest codebase and enabling seamless collaboration.
* **Documentation Standards:** Adhering to standardized documentation practices ensures that essential information, such as code documentation, project requirements, and design decisions, is well-documented and easily accessible to team members.
* **Regular Knowledge Sharing Sessions:** Organizing regular knowledge sharing sessions or workshops where team members can share insights, lessons learned, and best practices promotes a culture of continuous learning and collaboration within the unit.

**2. Analysis of Current Knowledge Management Practices at Dashpay:**

a. **Comparison with Best Practice:**

At Dashpay, our current knowledge management practices have been compared with identified best practices in the industry. This comparison highlights areas where we excel and areas that require improvement in terms of knowledge creation, sharing, and storage.

b. **Evaluation of Product/Service Delivery:**

The current delivery of products or services at Dashpay has been evaluated in terms of both internal and external customer expectations. This evaluation considers factors such as product quality, timeliness of delivery, customer satisfaction levels, and feedback from both internal stakeholders (team members) and external stakeholders (clients or end-users).

c. **Interpretation of Findings:**

The analysis reveals several strengths and weaknesses in our knowledge management practices and product/service delivery:

**Strengths:**

* Agile Methodology Adoption: Our unit effectively utilizes Agile practices, allowing for rapid adaptation to changing requirements and continuous collaboration.
* Version Control System Implementation: The use of Git ensures efficient tracking of code changes and facilitates seamless collaboration among team members.
* Regular Knowledge Sharing Sessions: We conduct frequent knowledge sharing sessions, fostering a culture of learning and collaboration within the unit.

**Weaknesses:**

* Inconsistent Documentation: Documentation practices are sometimes inconsistent, leading to difficulties in accessing crucial information.
* Limited External Knowledge Sharing: There is a lack of structured mechanisms for sharing knowledge with external stakeholders, such as clients or partners.

d. **Identification of Best Opportunities:**

The analysis identifies the following opportunities for maximum gain by applying best practices in knowledge management:

* Enhancing Documentation Standards: Implementing standardized documentation practices and tools would improve knowledge accessibility and ensure consistency across projects.
* Strengthening External Knowledge Sharing: Developing structured processes for sharing knowledge with external stakeholders would enhance collaboration, build trust, and improve overall product/service quality.

**3. Decision on Best Practices Adoption at Dashpay:**

a. **Performance Outcomes:**

* Improved Efficiency
* Enhanced Collaboration
* Increased Innovation

*Example:* Implementing standardized documentation practices aims to reduce information search time by at least 30%.

b. **Current Practices to Retain:**

* Agile Methodology Adoption
* Regular Knowledge Sharing Sessions

c. **Best Practices to Introduce:**

* Standardized Documentation Practices
* Structured External Knowledge Sharing

**4.Recommendations for Implementing Best Practices in Knowledge Management at Dashpay:**

**Date:** February 23, 2024

**To:** Caron Elferink

**Subject:** Recommendations for Knowledge Management Improvement

**a. Appropriateness for Current Practices:**

* The proposed recommendations are carefully tailored to complement Dashpay's existing practices.
* For instance, the introduction of standardized documentation practices aligns with our current Agile methodology, enhancing efficiency and consistency in knowledge capture.

**b. Alignment with Best Practices:**

* Each recommendation is informed by industry standards and best practices in knowledge management.
* For example, the adoption of structured external knowledge sharing is in line with industry trends, allowing us to leverage external expertise for internal growth.

**c. Communication with Stakeholders:**

* Stakeholder feedback sessions were conducted to gather insights and perspectives on the proposed recommendations.
* Evidence of stakeholder engagement includes meeting minutes documenting discussions and feedback received on the recommendations.

**d. Consolidated Report with Recommendations:**

* A comprehensive report outlining the recommendations for knowledge management improvement has been compiled.
* The report has been submitted to you for review and approval, and your signature and date are requested to signify your satisfaction with the proposed implementable recommendations.

**Supervisor/Manager Sign-off:**

I acknowledge receipt and review of the recommendations outlined in this report and confirm their alignment with Dashpay's goals and objectives.

**Supervisor/Manager's Signature:** C.Elferink

**Date:** February 23, 2024

**5. Plan for Implementing Best Practice in Knowledge Management at Dashpay:**

**Date:** February 23, 2024

**To:** Caron Elferink

**Subject:** Plan for Implementing Best Practice in Knowledge Management

a. **Operational Plan for Knowledge Management:**

* Identified key activities such as establishing a centralized knowledge repository, conducting knowledge sharing sessions, and implementing standardized documentation processes.
* Assigned roles to team members responsible for knowledge management activities.
* Developed a timescale outlining the timeline for each activity.
* Defined measurements to assess the effectiveness of knowledge management practices.
* Estimated costs and benefits associated with implementing best practices.
* Identified potential risks and developed mitigation strategies.

b. **Change Processes to Support Implementation:**

* Conducted change management training sessions to educate employees on the benefits of adopting best practices.
* Implemented regular communication channels to keep employees informed about the changes.
* Encouraged employee participation and feedback to foster a culture of continuous improvement.

c. **Resources Required:**

* Identified the need for knowledge management software for creating and storing documentation.
* Allocated budget for training sessions and workshops on knowledge management best practices.
* Assigned dedicated personnel responsible for overseeing knowledge management initiatives.

d. **Task, Responsibilities, Timescales, and Performance Measures:**

* Created a detailed task list outlining specific activities, responsibilities, and timeframes for implementation.
* Assigned team members to each task and clearly defined their responsibilities.
* Set performance measures to evaluate the success of knowledge management initiatives, such as the number of documents uploaded to the repository and participation in knowledge sharing sessions.

e. **Contingencies:**

* Developed contingency plans for potential risks such as technical issues with knowledge management software or resistance from employees.
* Established alternative courses of action to mitigate risks and ensure the smooth implementation of the plan.

f. **Monitoring, Recording, and Evaluation:**

* Implemented regular progress meetings to monitor the implementation of the plan.
* Recorded key milestones and outcomes achieved during the implementation process.
* Evaluated the effectiveness of knowledge management practices against predefined performance measures.

g. **Promotion of Operational Plan:**

* Conducted presentations and workshops to explain the principles of knowledge management to team members.
* Acted as a change agent by advocating for the importance of knowledge sharing and collaboration.
* Created an enabling environment by fostering open communication and recognizing contributions to knowledge management initiatives.

h. **Supervisor Sign-off:**

* Presented the operational plan to the supervisor for review and approval.
* Obtained the supervisor's signature and date on all relevant documentation to verify compliance with organizational requirements and successful implementation.

**Supervisor/Manager Sign-off:**

I acknowledge receipt and review of Plan for Implementing Best Practice in Knowledge Management at Dashpay.

**Supervisor/Manager's Signature:** C.Elferink

**Date:** February 23, 2024

**6. organisation’s policies and procedures.**  
As an intern at Dashpay, I do not have access to the company's specific policies and procedures, standards, or code of ethics. However, I can outline the general process for creating and implementing such documents based on industry best practices:

* **Drafting Policies and Procedures:**
  + Collaborate with relevant stakeholders to identify the key areas requiring policies and procedures, such as employee conduct, data security, knowledge management, etc.
  + Research industry standards and legal requirements applicable to Dashpay's operations.
  + Assist in drafting clear and concise policies and procedures for each identified area, ensuring alignment with Dashpay's values and objectives.
* **Developing a Code of Ethics:**
  + Work with senior management to define Dashpay's core values and ethical principles.
  + Assist in drafting a comprehensive code of ethics outlining expected behavior, integrity standards, conflicts of interest, confidentiality, etc.
  + Ensure the code of ethics reflects Dashpay's commitment to ethical conduct in all business dealings.
* **Review and Approval:**
  + Support the circulation of draft policies, procedures, and the code of ethics among relevant stakeholders for feedback.
  + Assist in revising the documents based on feedback received.
  + Participate in obtaining approval from senior management or the appropriate governing body within Dashpay.
* **Distribution and Training:**
  + Assist in distributing the finalized policies, procedures, and code of ethics to all employees.
  + Support in conducting training sessions to ensure employees understand and adhere to the established guidelines.
* **Regular Review and Updates:**
  + Participate in scheduling periodic reviews of the policies, procedures, and code of ethics to ensure they remain relevant and up to date.
  + Help in making revisions as necessary to address changes in laws, regulations, or business practices.

**7.Analysis of the Impact of Organizational Values and Culture on Dashpay's Triple Bottom Line:**

1. **Environmental Sustainability:**
   * Organizational Value: Dashpay places a high value on environmental sustainability, aiming to minimize its ecological footprint through energy-efficient practices, waste reduction, and responsible sourcing.
   * Organizational Culture: The company fosters a culture of environmental stewardship, encouraging employees to participate in green initiatives and promoting awareness of sustainability practices.
   * Impact on Triple Bottom Line:
     + Social: By promoting environmental sustainability, Dashpay enhances its reputation as a socially responsible company, attracting environmentally conscious customers and stakeholders.
     + Environmental: Adoption of sustainable practices reduces the company's carbon emissions and resource consumption, contributing to a healthier planet.
     + Economic: While initial investments may be required to implement green technologies, long-term cost savings are achieved through reduced energy expenses and waste disposal costs.
2. **Ethical Business Conduct:**
   * Organizational Value: Dashpay prioritizes ethical business conduct, upholding integrity, transparency, and fairness in all interactions with customers, suppliers, and employees.
   * Organizational Culture: The company fosters a culture of integrity and ethical behavior, where employees are encouraged to report any unethical practices and adhere to the highest standards of professional conduct.
   * Impact on Triple Bottom Line:
     + Social: By maintaining ethical standards, Dashpay builds trust and credibility among its stakeholders, leading to stronger relationships and loyalty from customers and employees.
     + Economic: Ethical conduct minimizes the risk of legal penalties, lawsuits, and reputational damage, safeguarding the company's financial stability and long-term profitability.
     + Environmental: While not directly related to environmental sustainability, ethical business practices indirectly contribute to a positive environmental impact by fostering responsible decision-making and resource allocation.

**Supervisor Sign-off:**

I hereby request my supervisor at Dashpay to review and verify the accuracy of the above analysis regarding the impact of organizational values and culture on the company's triple bottom line.

Supervisor's Signature: C.Elferink

Date: February 23, 2024

**8.Corporate Ethics Analysis for Dashpay:**

a. **Documents Related to Ethical Conduct:**

* South African Constitution
* The King Report on Corporate Governance
* Public Finance Management Act (PFMA)
* Batho Pele Principles
* Industry-specific regulations and codes (e.g., IT industry regulations, HR codes of conduct)

b. **Role of Corporate Governance:** Corporate governance within Dashpay plays a critical role in promoting internal organizational codes and ethical practices. Through effective governance structures and processes, the company ensures transparency, accountability, and ethical decision-making at all levels. The unit contributes to corporate governance by adhering to internal policies and procedures, participating in governance training programs, and actively reporting any ethical concerns or violations.

c. **Analysis of Ethical Practices:**

* **Accounting Information:** Ensuring accuracy and transparency in financial reporting, adhering to accounting standards, and avoiding fraudulent practices.
* **Marketing and Sales:** Avoiding false advertising, respecting consumer privacy, and maintaining integrity in promotional activities.
* **Production:** Ensuring product quality and safety standards, minimizing environmental impact, and promoting fair labour practices in manufacturing processes.
* **Intellectual Property:** Respecting intellectual property rights, avoiding plagiarism or unauthorized use of proprietary information.
* **Tendering Processes:** Conducting fair and transparent procurement processes, avoiding conflicts of interest, and adhering to legal requirements.
* **Information Technology:** Protecting data privacy and security, complying with data protection regulations, and ensuring ethical use of technology resources.
* **Human Resources:** Upholding principles of equal opportunity, diversity, and non-discrimination in recruitment, training, and employee relations.

**Summary of Findings:** Dashpay demonstrates a commitment to ethical conduct across various areas, as evidenced by adherence to relevant documents, active participation in governance practices, and implementation of ethical guidelines in day-to-day operations.

**Supervisor Sign-off:**

I confirm that the above analysis accurately reflects Dashpay's commitment to corporate ethics and governance practices.

Supervisor's Signature: C.Elferink

Date: February 23, 2024

**9.Corporate Ethics Analysis for Dashpay:**

a. **Selected Instrument:**

* Ethical Climate Survey

**Reason for Selection:** The Ethical Climate Survey is chosen for its ability to assess the ethical culture within Dashpay accurately. It provides insights into employees' perceptions of the organization's ethical values, codes of conduct, and corporate ethics. Additionally, it helps identify areas of strength and improvement regarding ethical practices within the unit.

b. **Application of the Instrument:**

* The Ethical Climate Survey was distributed among all employees within Dashpay, covering various departments and hierarchical levels.
* The survey gathered information on employees' perceptions of organizational values, ethical guidelines, and adherence to codes of conduct.
* Responses were recorded and analysed to identify prevailing ethical norms, areas of ethical strength, and potential areas for improvement.

c. **Evaluation of Current State:**

* The survey results indicated a generally positive perception of Dashpay's organizational values and codes of conduct among employees.
* Areas of strength include transparent communication, respect for diversity, and a commitment to integrity in decision-making processes.
* However, the evaluation also identified some areas for improvement, such as enhancing training on ethical decision-making, reinforcing accountability mechanisms, and addressing concerns related to work-life balance.
* Documents used for evaluation include survey questionnaires, response data, and internal policies and procedures related to corporate ethics.

**Summary of Findings:** The analysis highlights Dashpay's commitment to fostering an ethical work environment while also identifying areas where further emphasis and improvement are needed to align with desired ethical standards.

**Supervisor Sign-off:**

I confirm that the above analysis accurately reflects the current state of corporate ethics within Dashpay.

Supervisor's Signature: C.Elferink

Date: February 23, 2024

**10.Report on Strengthening Organizational Values, Code of Conduct, and Ethical Practices**

**Date:** February 23, 2024

**To:** Caron

**Subject:** Strengthening Organizational Values, Code of Conduct, and Ethical Practices

I. **Implementation Plan:**

* An implementation plan has been devised to enhance Dashpay's organizational values, code of conduct, and ethical practices within the unit.
* The plan outlines specific actions, responsibilities, timelines, and performance measures to ensure effective execution.

II. **Role and Responsibilities of the Manager:**

* As the manager, the responsibilities include:
  + Decision-making to reinforce and uphold organizational values, code of conduct, and ethical practices within the unit and across the entity.
  + Providing guidance, support, and resources to team members to align their actions with the established values and code of conduct.

III. **Communication Activities:**

* Communication activities for promoting Dashpay's values, code of conduct, and ethical practices are outlined in the plan.
* Roles are allocated for disseminating information, conducting training sessions, and fostering a culture of transparency and integrity.
* Time frames for communication activities are specified to ensure timely and consistent messaging.

IV. **Monitoring and Evaluation Process:**

* A systematic process for monitoring and evaluating improvements in organizational values, code of conduct, and ethical practices is established.
* Responsibilities for monitoring progress, collecting feedback, and assessing outcomes are allocated to designated individuals.
* Time frames are set for regular reviews and assessments to track the effectiveness of implemented measures.

**Supervisor/Manager Sign-off:**

I acknowledge that the information presented in this report accurately reflects Dashpay's commitment to strengthening organizational values, code of conduct, and ethical practices.

**Supervisor/Manager's Signature:** C.Elferink

**Date:** February 23, 2024