



**PAMIBIA UNIVERSITY**  
OF SCIENCE AND TECHNOLOGY

**FACULTY OF COMMERCE; HUMAN SCIENCE AND EDUCATION**

**DEPARTMENT OF GOVERNANCE & MANAGEMENT SCIENCES**

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| <b>QUALIFICATION: BACHELOR OF BUSINESS AND INFORMATION ADMINISTRATION</b> |   |
| <b>QUALIFICATION CODE: 07BBIA</b>   | <b>LEVEL: 7</b>                                     |
| <b>COURSE CODE: AMM721S</b>   | <b>COURSE NAME: ADMINISTRATIVE MANAGEMENT<br/>3</b> |
| <b>SESSION: NOVEMBER2022</b>  | <b>PAPER: THEORY (PAPER 1)</b>                      |
| <b>DURATION: 2 HOURS</b>  | <b>MARKS: 100</b>                                   |

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| <b>1<sup>st</sup> FIRST OPPORTUNITY EXAMINATION QUESTION PAPER</b> |                      |
| <b>EXAMINER(S)</b>   | <b>Dr. N. ANGULA</b> |
| <b>MODERATOR:</b>  | <b>MR EA ZEALAND</b> |

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| <b>INSTRUCTIONS</b>  |
| <ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. Read all the questions carefully before answering.</li><li>3. Number the answers clearly</li></ol> |

**THIS QUESTION PAPER CONSISTS OF \_5\_ PAGES (Including this front page)**

Answer the following multiple-choice questions. Only write down the question number and the correct answer. E.g. 1.1 C

**Section A: Multiple-choice questions**

- 1.1 **This form of power is granted through the organisation's hierarchy; it's defined by the organisation according to the position that is held by an individual:**
- A Legitimate power
  - B Reward power
  - C Coercive power
  - D Referent power
- 1.2 **This approach was also developed with the intention of eliminating managerial inconsistencies and abuse of power:**
- A Bureaucratic approach
  - B Contemporary approach
  - C Systems approach
  - D Contingency approach
- 1.3 **Is a high-quality programme that, in the end, enhances the customer experience, reduces costs, and develops better leaders:**
- A Prominence
  - B Six sigma
  - C Plethora
  - D Eclectic
- 1.4 **Motivation can be defined as:**
- A large amount of something
  - B A position of importance of significance
  - C A force that guides or activates an individual's behaviours towards a certain aim
  - D A natural tendency to act in a certain way
- 1.5 **This theory is predicated on the idea that a person's behaviour depends on how those consequences are perceived by them:**
- A Reinforcement theory
  - B Expectancy theory
  - C Theory X
  - D Theory Y
- 1.6 **The method used to identify an organization's human resources needs and find enough workers to meet those needs is referred to as:**

- A Staffing
- B Recruitment
- C Internal searches
- D External searches

1.7 **Organisational culture is:**

- A Organisational job vacancies
- B The values, beliefs or norms that define the organisation
- C Poor staffing practices.
- D The process of generating a pool

1.8 **This step is focused on ensuring that changes stay in place and that individuals don't revert to old habits:**

- A Awareness
- B Desire to participate
- C Ability
- D Reinforcement

1.9 **The norms practiced related to the varying backgrounds of staff and customers are called:**

- A Diversity training:
- B Organisational policies
- C Organisational practices
- D Pluralism

1.10 **A set of moral principles defined by social dynamics, institutions, traditions, and existing cultural beliefs:**

- A behaviour directed by free choice
- B behaviour directed by ethics
- C behaviour directed by prescription
- D values

**Section B: Structured questions**

Answer each of the following questions:

**QUESTION 1**

What are the five (5) main types of management theories that may be employed in organisations, and how can they be used in an organisation?

**(10)**

**QUESTION 2**

Describe the six (6) facets/components of organisational leadership. Describe how leadership is used in the Namibian setting with examples from practise?

**(10)**

**QUESTION 3**

Why are management and leadership crucial in organisations? Provide five (5) points for each and explain each point.

**(10)**

**QUESTION 4**

What does leadership in an organization mean, and give five (5) examples of which leadership can be applied in an organization?

**(10)**

**QUESTION 5**

Using examples, identify and describe the five (5) differences between a balanced scorecard and a SWOT analysis?

**(10)**

**QUESTION 6**

Critically define what "motivation" means to employees in an organisation with the use of (5) examples?

**(10)**

**QUESTION 7**

Poor motivation has been shown to have several detrimental effects on the workplace, including reduced productivity, poor communication, decreased engagement levels, and a higher likelihood of employee turnover.

How would you motivate a demotivated employee in your company, assuming you were an HR professional? Discuss your answer in detail.

**(10)**

**QUESTION 8**

If you were the DVC of the Namibia University of Science and Technology, what would you suggest to the new employees who started at the University in January 2022 when they asked you to explain the significance of organisational cultures to the new employee?

Discuss your answer in detail.

**(10)**

**Question 9**

To uphold standards and company integrity, maintaining ethics and value systems is an essential part of running any organisation.

Explain in depth what ethics and value systems in business are and provide (2) examples for each?

**(10)**

**[90]**

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| <b>TOTAL: 100</b> |
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**End of examination**