



**ΠΑΜΙΒΙΑ UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

Faculty of Management

Department of Management

QUALIFICATION: Bachelor of Business and Information Administration	
QUALIFICATION CODE: 07BBIA	LEVEL: 7
COURSE: Administrative Management 3	COURSE CODE: AMM721S
DATE: January 2020	SESSION: 1
DURATION: 3 Hours	MARKS: 100

SECOND OPPORTUNITY/SUPPLEMENTARY EXAMINATION QUESTION PAPER	
EXAMINER(S)	DDJ Fredericks
MODERATOR:	Mr EA Zealand

THIS QUESTION PAPER CONSISTS OF 4 PAGES
(Including this front page)

INSTRUCTIONS

1. You have to answer ALL four (4) questions.
2. Read all the questions carefully before answering.
3. Please number your answers clearly.
4. Make sure your student number appears on the answering script.

PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

QUESTION 1

Case Study: South African Breweries

The South African Breweries Limited (informally SAB) is a major brewing and bottling company headquartered in Johannesburg, South Africa and was a wholly owned subsidiary of SABMiller. However, SABMiller sold all of its interests to Anheuser-Busch InBev on 10 October 2016. Since SABMiller no longer exists as an entity (except as a business division of Anheuser-Busch InBev), South African Breweries is a direct subsidiary of Anheuser-Busch InBev SA/NV.

SAB is committed to a “Responsible consumption” programme, which advocates moderate and responsible drinking.

The following six core principles on alcohol, set the standard for SAB’s personal and commercial conduct, and guide their commitment to reducing alcohol abuse in South Africa:

- “Our beer adds to the enjoyment of life for the overwhelming majority of our consumers.
- We care about the harmful effects of irresponsible alcohol consumption.
- We engage stakeholders and work collectively with them to address irresponsible consumption.
- Alcohol consumption is for adults and is a matter of individual judgment and accountability.
- Information provided to consumers about alcohol consumption should be accurate and balanced.
- We expect our employees to aspire to high levels of conduct in relation to alcohol consumption”.

Underpinned by bold new action plans, SAB is determined to combat alcohol abuse with a multi-faceted approach that has a real impact on society and goes beyond just communication and education. The three key dimensions to SAB’s strategy to counteract the negative effects of alcohol abuse are to:

i. Lead by example

This starts with SAB’s employees. The focus is primarily on a comprehensive understanding of alcohol issues and SAB’s stance when it comes to these issues, a zero-tolerance approach towards driving under the influence of alcohol and ensuring responsible marketing at all times.

ii. Champion co-regulation

SAB is boosting resources to build partnerships with government and the industry as ultimately their success in driving real impact in the fight against alcohol abuse relies on a coordinated joint effort involving all key role-players.

iii. Invest in real impact programmes

SAB's investment in real impact programmes aimed at changing behaviours and attitudes prioritises drunk driving, Foetal Alcohol Syndrome (FAS), Responsible Trading and underage drinking.

Source:<http://www.sab.co.za/responsible-consumption/moderate-responsible-drinking/>

Question 1.1.1

Define the term "ethics" (3)

Question 1.1.2

Discuss the three (3) fundamental ethical approaches that managers can use in decision making. Identify the approach that SAB followed with responsible consumption programme. Substantiate your answer. (8)

Question 1.1.3

Identify the actions that SAB took to ensure ethical behaviour in the organisation. (4)

Question 1.1.4

Define Corporate Social Responsibility and distinguish between the two (2) views of corporate social responsibility. In your view, which of these two (2) views are supported by SAB? Substantiate your answer. (6)

Question 1.2

In an interview you were asked to explain the following:

1.2.1 Competence (2)

1.2.2 Diversity (2)

[25]

QUESTION 2

2.1 Define what are political skills, and why they are important for a manager to possess. (4)

2.2 State four (4) reasons why sound management is important to a country and its citizens. (4)

2.3 Critically discuss how the Situational Leadership Model operates and comment on the support for this model. (10)

2.4 The leadership grid was developed as an instrument to identify a suitable leadership style so that managers could be trained and directed towards the 'ideal' style. Name and briefly explain the five (5) leadership styles of the leadership grid. (5)

2.5 Describe the following types of power and use examples to demonstrate your understanding of each.

2.5.1 Legitimate power

2.5.2 Expert power (2)

[25]

QUESTION 3

3.1 Understanding when and how to change is a vital function of Management in today's fast-changing world. Differentiate between evolutionary and revolutionary change. (6)

3.2 Differentiate between Job Rotation, Job Enlargement and Job Enrichment with examples from the business organisation. (6)

3.3 Control is the final step in the management process and is an important link in the cycle of the process. Distinguish between the three (3) types of control. (9)

3.4 Describe four (4) characteristics of an effective control system. (4)
[25]

QUESTION 4

4.1 Critically discuss reasons for the increased focus by organisations on managing workforce diversity. (10)

4.2 How would you go about motivating a diverse workforce such as we have at NUST? (5)

4.3 Discuss the possible barriers to change in a retail company attempting to implement a new system of electronic stock control and a computerised checkout system in its shops. (10)

[25]

TOTAL: 100