



**ΠΑΜΙΒΙΑ UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**Faculty of Management**

**Department of Management**

<b>QUALIFICATION: Bachelor of Office Management and Technology</b>	
<b>QUALIFICATION CODE: 07BOMT</b>	<b>LEVEL: 7</b>
<b>COURSE: Administrative Management B</b>	<b>COURSE CODE: ADM720S</b>
<b>DATE: November 2019</b>	<b>SESSION: 1</b>
<b>DURATION: 3 Hours</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	<b>DDJ Fredericks</b>
<b>MODERATOR:</b>	<b>Mr EA Zealand</b>

**THIS QUESTION PAPER CONSISTS OF 3 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

- 1.1 Define the concept "Transformational Leadership". (1)
- 1.2 Leadership encompasses all the issues around influencing subordinates. Elaborate on the importance of leadership in the organization. (6)
- 1.3 The University of Michigan conducted studies in the field of leadership and came up with the finding that leaders manifest certain leadership behaviour. Critically discuss how this study might **assist** or **hinder** in the process of leading people using this model of leadership. (8)
- 1.4 Managers must be able to identify the stages of development that groups And Teams undergo during their life cycles. Discuss the stages in group and team development. (10)
- [25]

## QUESTION 2

- 2.1 Herzberg's two-factor theory makes an important contribution to our understanding of motivation in the workplace. Explain what this theory entails and indicate the management applications. (8)
- 2.2 Differentiate between **extrinsic** and **intrinsic** motivation and cite examples. (4)
- 2.3 The importance of communication skills in the workplace is nowhere more accentuated than in interpersonal relationships.
- 2.3.1 Briefly explain the term conflict. (2)
- 2.3.2 Discuss how members of your organization can attempt to manage conflict. (8)
- 2.4 List three (3) techniques to help management to overcome communication barriers. (3)
- [25]

### QUESTION 3

- 3.1 Control is the final step in the management process and is an important link in the cycle of the process.
- 3.1.1 Define the concept Control. (2)
- 3.1.2 Explain the purpose of preliminary control. (2)
- 3.1.3 State the characteristics of an effective control system. (10)
- 3.2 The supervisor can make a significant impact on how ethically his or her subordinates behave.
- 3.2.1 Define ethical behavior (1)
- 3.2.2 What can organisations do to ensure ethical decision making. (4)
- 3.3 Discuss three (3) fundamental ethical approaches that managers can use in decision making on ethical matters. (6)
- [25]

### QUESTION 4

- 4.1 Namibia Transport and Allied Workers Union (Natau) has given TransNamib 72 hours to meet their demands of a wage increase, housing and medical aid or its members will go on a strike.
- 4.1.1 **List** and **briefly** discussed the preparation steps in the negotiation process that TransNamib can apply to smoothly intervene and prevent a possible strike by the union. (14)
- 4.1.2 Define the term negotiations. (4)
- 4.2 Critically discuss the impact of information technology on the communication process in the 21<sup>st</sup> century. (7)
- [25]

**TOTAL: 100**



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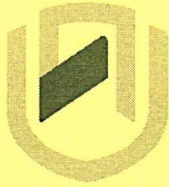
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<b>MEMORANDUM</b>	
<b>FIRST OPPORTUNITY EXAMINATION PAPER</b>	
<b>EXAMINER(S)</b>	<b>DDJ Fredericks</b>
<b>MODERATOR:</b>	<b>Mr EA Zealand</b>

**THIS MEMORANDUM CONSISTS OF 9 PAGES**  
(Including this front page)

**INSTRUCTIONS**

You have to answer ALL four (4) questions.



## QUESTION 1

### 1.1 Define the concept "Transformational Leadership". (1)

- Leaders who inspire followers to transcend their own self-interest for the good of the organization and are capable of having profound and extraordinary effect of followers.

### 1.2 Leadership encompasses all the issues around influencing subordinates. Elaborate on the importance of leadership in the organization. (6)

- The performance of the organisation is directly related to the quality of its leadership.
- Eg. Harold Pukewitz for pupkewitz Companies in Namibia./Raymond Ackerman of Pick n Pay. /etc.
- Good managers will lead their organisation to greater heights of achievement, productivity and profitability if they are good leaders as well.
- Good managers are not necessarily good leaders.
- It is desirable that all managers should be good leaders,
- That's why organisations seek and train people who are good managers and good leaders.

(6 x 1)

### 1.3 The University of Michigan conducted studies in the field of leadership and came up with the finding that leaders manifest certain leadership behaviour. Critically discuss how this study might assist or hinder in the process of leading people using this model of leadership. (8)

- **PRODUCTION-ORIENTED**

- Leader is mainly interested in the activities for which he is responsible.
- Attention is mainly given to outputs. (inputs are only important as far as they contribute to outputs.)
- Make use of standards, methods, procedures and strict control to increase output.

- **PEOPLE ORIENTED**

- Interest lies principally with his subordinates.
- Leader realises that output can only be good if the people are treated correctly.

- Supported the principle that a happy worker is a productive worker.
- **Conclusion of researchers:** people-oriented leader will achieve greater success
- since this leader relates to higher productivity, job satisfaction and a higher degree of objective achievement.

(8 x 1)

**1.4 Managers must be able to identify the stages of development that groups and Teams undergo during their life cycles. Discuss the stages in group and team development. (10)**

- **Forming:** members get to know each other and reach common goals.
- **Storming:** members disagree on direction and leadership. Managers need to be sure conflict stays focused.
- **Norming:** close ties and consensus begin to develop between members.
- **Performing:** group does its real work.
- **Adjourning:** only for task forces that are temporary.

(5 x 2)

[25]

## QUESTION 2

**2.1 Herzberg's two-factor theory makes an important contribution to our understanding of motivation in the workplace. Explain what this theory entails and indicate the management applications. (8)**

- Herzberg analysed the job attitudes of 200 accountants and engineers who were asked to recall when they had felt positive or negative at work and the reasons why.
- From this research, Herzberg suggested a two-step approach to understanding employee motivation and satisfaction:
- **Hygiene Factors:** Are based on the need to to avoid unpleasantness at work. If these factors are considered inadequate by employees, then they can cause dissatisfaction with work.
- Hygiene factors include: Company policy and administration; Wages, salaries and other financial remuneration; Quality of supervision; Quality of inter-personal relations; Working conditions; Feelings of job security

- Motivator Factors: Are based on an individual's need for personal growth.
- When they exist, motivator factors actively create job satisfaction. If they are effective, then they can motivate an individual to achieve above-average performance and effort.
- Motivator factors include: Status; Opportunity for advancement; Gaining recognition & Responsibility; Challenging / stimulating work; Sense of personal achievement & growth in a job.
- Managers should eliminate dissatisfaction, ensuring pay, working conditions, policies etc. are reasonable and appropriate.
- Enhance employee motivation: provide opportunities for growth, achievement and responsibility.
- Herzberg indicate that job restructuring contribute to motivation. (job enrichment).

(8 x 1)

## 2.2 Differentiate between extrinsic and intrinsic motivation and cite examples. (4)

- **Intrinsic Motivation:** behavior performed for its own sake. Motivation comes from performing the work. Comes from within.
- **Extrinsic Motivation:** behavior performed to acquire rewards. Motivation source is the consequence of an action. External elements motivates the individual.

(2 x 2)

2.3 The importance of communication skills in the workplace is nowhere more accentuated than in interpersonal relationships.

### 2.3.1 Briefly explain the term conflict. (2)

- Conflict refers to perceived or experienced incompatible differences within the individual or between two or more individuals, which may lead to some or other form of opposition. (Kroon)
- Struggle that results from incompatible or opposing needs, feelings, thoughts or demands within a person or between two or more people. (Samuel Certo – Supervision)

(Any one 1 x 2)



**2.3.2 Explain how members of your organization can attempt to manage conflict. (8)**

- **Avoidance** – conflicting parties withdraw.
- **Problem solving:** face to face meeting of the conflicting parties to identify the problem and resolving it through open discussion.
- **Formulation a shared goal:** through cooperation of each party.
- Playing down differences and emphasising common interests. (**smoothing**)  
**/Compromise.**
- **Negotiations.**  
(4 x 2)

**2.4 List 3 techniques to help management to overcome communication barriers. (3)**

- The sender transmits the message – most significant barrier here is noise. i.e. in a factory
- The receiver decodes the message and decides whether feedback is needed – common barriers here are trust and credibility...etc.
- to overcome these barriers – affection and respect should be offered and earned
- Send clear and complete messages.
- Encode messages in symbols the receiver understands.
- Select a medium appropriate for the message AND monitored by the receiver.
- Avoid filtering (holding back information) and distortion as the message passes through other workers.
- Ensure a feedback mechanism is included in the message.
- Provide accurate information to avoid rumors.
- Pay Attention to what is sent as a message.
- Be a good listener: don't interrupt. Ask questions to clarify your understanding.
- Be empathetic: try to understand what the sender feels.
- Understand linguistic styles: different people speak differently. Speed, tone, pausing all impact communication.

(3 x 1)

[25]

**QUESTION 3**

- 3.1 Control is the final step in the management process and is an important link in the cycle of the process.

**3.1.1 Define the concept Control. (2)**

- Involves a systematic process through which managers can compare real performance with plans, standards and objectives and take corrective action if deviations occur.

**3.1.2 Explain the purpose of preliminary control (2)**

- The purpose of preliminary control is to anticipate and prevent possible problems regarding any of the resources – financial, human or information – that are fed into the organization.

**3.1.3 State the characteristics of an effective control system. (10)**

- Should be **integrated** with planning system then is more effective i.e. goals should be formulated that they can be converted into standards- for benchmarks for control purposes
- **Flexibility** – should be able to accommodate change – make timely adjustments in goals and plans
- **Accuracy** – system should be designed that it provides goal-orientated and accurate picture of situation
- **Timeliness** – control data should be supplied regularly as needed – not by means of haste or makeshift measurement
- **Simple/ not too complex** – complex system has negative influence on sound judgement. If too complex it can become too expensive – should not be oversimplified to lose essence of control  
(5 x 2)

3.2 The supervisor can make a significant impact on how ethically his or her subordinates behave.

**3.2.1 Define ethical behavior (1)**

- Code of moral principles and values that directs the behaviour of an individual or a group in terms of what is right or wrong is based on ethics. (a set of beliefs about right and wrong.)
- Code of ethics sets standards as to what is good or bad in behaviour and in decision making.

**3.2.2 What can organisations do to ensure ethical decision making. (4)**

- Lead by example
- Develop a corporate code of ethics
- Create ethical structures
- Manage “whistle blowing”



**3.3 Discuss three fundamental ethical approaches that managers can use in decision making on ethical matters. (6)**

- **Utilitarian approach:** This view states that, in order to judge whether a decision or action is ethical or not, it is important to look at its overall **effect or consequences**. If the decision or behaviour brings the **greatest benefit** to the **greatest number of people**, then such a decision or behaviour is ethical.
- **Human rights approach:** The individual is entitled to fundamental freedom and rights that another individual cannot take away. An ethically correct decision is one that best protects the rights of those affected by.
- **Justice approach:** Ethical decisions should entail the equitable, fair and impartial distribution of benefits and costs among individual groups. Employees want to know whether their pay scales are fair and consumers are interested in fair prices when they shop.

(3 x 2)

[25]

**QUESTION 4**

4.1 Namibia Transport and Allied Workers Union (Natau) has given TransNamib 72 hours to meet their demands of a wage increase, housing and medical aid or its members will go on a strike.

**4.1.1 List and briefly discussed the preparation steps in the negotiation process that TransNamib can apply to smoothly intervene and prevent a possible strike by the union. (14)**

- **Setting goals:** define the least he would accept and maximum he could possibly obtain.
- **Analyse the situation:** You own and opposition's position at time of entering.
- **Identify issues:** Matters of substance that will be discussed.
- **Analyse information on opponents:** (objectives, needs, personalities, financial position, problems, values, objectives, history of negotiation behaviour.
- **Consider legal and financial implications:** Consider legal position. Get legal advice. And consider financial consequences.
- **Decide on tactics :** Practical side: venue, time, layout of room, composition of team.
- **Schedule feedback.** To review performance and improve effectiveness in future rounds of negotiations.

(7 x 2)

**4.1.2 Define the term negotiations.**

**(4)**

- Process of interaction between parties, directed at reaching some form of agreement that will hold and
- that is based upon common interests,
- With the purpose of resolving conflict, despite widely dividing differences.
- through the establishment of common ground and the creation of alternatives

**4.2 Critically discuss the impact of information technology on the communication process in the 21<sup>st</sup> century.**

**(7)**

- IT changing the communication methods and channels. (Internet, e-mail, wireless communication, Teleconferencing, Skype, etc.)
  - Impact on decision making.
  - E-mails advantages: Managers don't have to wait long;
  - (in-expensive, increase productivity (reduce paper work).
  - Disadvantage: e-mail: Employees who might never confront co-workers face to face are less hesitant to explode at others via e-mail.
  - Access internet for useful information within and outside the organisation/country to do their jobs/make effective decision.
  - Get news from internet pertaining your job/careers/data/
  - Save hours of time looking for relevant data.
  - Convert data into information that is timely, accurate, relevant and understandable.
  - Access data and information from intranet or websites.
  - Wireless communication – people becoming more and more mobile. Finalize transaction via mobile phone. (inventory, set dates, plan, close a sale).
  - Use email, share files and tap into company's computer anytime from anywhere.
  - Telecommuting allows you recruit and hire people all over the world.
  - Teleconferencing technology can facilitate discussion all over the world.
- (7 x 1) Consider contribution of student.

[25]

**TOTAL:100**