



**PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE & MANAGEMENT SCIENCES

QUALIFICATION : BACHELOR OF BUSINESS AND INFORMATION ADMINISTRATION	
QUALIFICATION CODE: 07BBIA	LEVEL: 7
COURSE CODE: AMM721S	COURSE NAME: ADMINISTRATIVE MANAGEMENT 3
SESSION: JUNE 2024	PAPER: THEORY (PAPER 1)
DURATION: 2 HOURS	MARKS: 100

1st OPPORTUNITY EXAMINATION QUESTION PAPER	
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INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions.2. Read all the questions carefully before answering.3. Number the answers clearly

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 Which form of power is granted through the organisation's hierarchy:
- A. Legitimate power
 - B. Reward power
 - C. Coercive power
 - D. Referent power
- 1.2 What type of leader generally gives their subordinates complete freedom to make decisions and to complete work using their chosen methods:
- A. Democratic.
 - B. Autocratic style
 - C. Laissez-faire
 - D. Bureaucratic
- 1.3 It is a complex concept; it can be approached from different perspectives or developments in thought:
- A. Leadership
 - B. Management
 - C. Classical scientific school
 - D. Administrative approach
- 1.4 What type of approach was chiefly advanced by Max Weber, a German sociologist:
- A. Humans Relations Movement
 - B. The systems approach
 - C. Contemporary approach
 - D. The bureaucratic approach
- 1.5 Motivation can be defined as:
- A. Management
 - B. Leadership
 - C. Human resource management
 - D. a force that guides or activates an individual's behaviours towards a certain aim

- 1.6 The conversion of inputs into outputs through managerial functions, technological operations and production activities:
- A. Inputs
 - B. Transformation processes
 - C. Outputs
 - D. Feedback
- 1.7 This theory is based on the belief that an individual's behaviour is a function of its perceived consequences:
- A. Positive reinforcement
 - B. Reinforcement theory
 - C. Expectancy theory
 - D. Negative reinforcement
- 1.8 The process of preparing the new employee for work in a particular environment or organisation. Orientation can either be formal or informal:
- A. Recruitment
 - B. Staffing
 - C. Screening
 - D. Orientation
- 1.9 This strategy is rather extreme, as management basically admits that the organisation can't go on and thus move to cease operations:
- A. Harvesting
 - B. Liquidation
 - C. Divestiture
 - D. Turnaround strategies
- 1.10 The process of proactively aligning the organisation's resources (internal environment) with threats and opportunities caused by changes in the external environment:
- A. Strategic Marketing
 - B. Strategic management
 - C. Strategic human resource management
 - D. Strategic leadership

[10 marks]

Section B: Structured questions

[90 Marks]

Answer each of the following questions:

Questions 1

State and discuss five reasons why is it necessary for the administrative manager to study the various management theories? [10]

Question 2

The President tells you that he wants to change the makeup of his government and revise the structure of government. Which of the management theories would you advise him to consider in his thinking? Motivate

[10]

Question 3

Using Six Sigma as a point of departure, how would you define a defect with the use of five examples? [10]

Question 4

Why do you think it's important to align the organisations' goals with employee needs? Explain with the use of five examples. [10]

Question 5

In many workplaces, there are people who are branded as ambitious. Under which of McClelland's categories would you categorise these individuals? Motivate? [10]

Question 6

As a consultant tasked with motivating a team at Namibia Industries (PTY)., describe your approach to inspiring and energizing team, including methods for understanding team dynamics, identify motivational factors and creating a positive and engaging work environment. [10]

Question 7

Discuss five steps recruiters look out for when selecting candidates for a particular vacancy? Motivate? [10]

Question 8

Using your evaluative skills, analyse the potential impact of presentism compared to absenteeism in the workplace. Provide reasons and evidence to support your argument, considering factors such as productivity loss, employee well-being, organisational culture, and long-term performance outcomes. [10]

Question 9

As a manager seeking to drive a cultural shift within your organisation, outline your strategy for implementing change including steps for assessing current culture, defining desired culture, engaging and aligning employees, and measuring progress. [10]

[Section B Total Marks: 90]

End of examination

TOTAL: 100
