



**NAMIBIA 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: JULY 2024	PAPER: THEORY (PAPER 2)
DURATION: 2 HOURS	MARKS: 100

2nd OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER:	Dr. N. ANGULA
MODERATOR:	Mr Eugene A. Zealand

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 The process in which a person exerts influence over other people by inspiring them, motivating them and guiding their activities to help achieve the organisation's goals:
- A. Leadership
 - B. Motivation
 - C. Legitimate power
 - D. Reward power
- 1.2 This power is based on someone's expertise and information they possess. It's natural that most leaders should have expertise skills in a particular area _____
- A. Reward power
 - B. Coercive power
 - C. Referent power
 - D. Expert power
- 1.3 The Zone of Indifference is a framework that was developed by:
- A. Thomas Edson
 - B. Chester Barnard
 - C. Max Weber
 - D. Black Burke
- 1.4 This means managers should be fair to all their employees:
- A. Team spirit
 - B. Initiative
 - C. Equity
 - D. Stability of staff
- 1.5 The importance that the individual places on the reward/outcome that can be achieved on the job is called:
- A. Leadership
 - B. Motivation
 - C. Performance-outcome
 - D. Attractiveness
- 1.6 The candidates who were selected during the preliminary screening are invited to participate in the:

- A. Final Interview
 - B. Initial interview
 - C. Recruitment interview
 - D. Selection interview
- 1.7 This culture is punctuated by risk taking, innovation, and embracing change:
- A. Hierarchy
 - B. Market
 - C. Clan
 - D. Adhocracy
- 1.8 The initial phase, when the work team begins to meet and integrate is called:
- A. Training
 - B. Storm
 - C. Normalisation
 - D. Performance
- 1.9 This means all citizens have to observe these laws:
- A. Behaviour directed by ethics
 - B. Ethics
 - C. Behaviour directed by prescription
 - D. Behaviour directed by choice
- 1.10 A long-term strategy, often lasting five years or longer, is referred as:
- A. Motivation
 - B. Strategic management
 - C. Tactical Plan
 - D. Strategic Plan

[10 marks]

Section B: Structured questions**[90 Marks]****Answer each of the following questions:****Questions 1**

How does strategic planning contribute to the long-term success and growth of organisations in dynamic competitive environments. **[10]**

Question 2

A multinational team based in Namibia wants to set up a project where staff from different countries participate. What type of team is likely to be set up? **[10]**

Question 3

The majority of women in leadership roles inside organizations support the expansion of their nation's economy. Identify and explain the five leadership roles played by women. **[10]**

Question 4

There have been complaints of nepotism and corruption in some state agencies. Choose and justify one classical approach you would adopt to address these problems. **[10]**

Question 5

What are some key factors that drive significant changes in a business/ economic structure? **[10]**

Question 6

You have an employee who is ambitious to achieve yet has low confidence. Which of the linkages of the expectancy theory will you focus on to change an employee mind-set? **[10]**

Question 7

Explain the key attributes and qualities you would seek in a buddy worker assigned to help onboard a new employee in order to facilitate a smooth transition and effective integration into the organisation. [10]

Question 8

As a manager, you have identified the need for change within your organisation. Describe your approach in initiating and managing organisational change, including strategies for communication, gaining buy-in from stakeholders and overcoming potential resistance to change. [10]

Question 9

Discuss your perspective on the assertion that individuals who engage in unethical behaviour are simply “bad apples” and inherently immoral, exploring potential factors contributing to unethical conduct and implications of this viewpoint in organisational settings. [10]

[Section B Total Marks: 90]

End of examination

TOTAL: 100
