



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

Faculty of Management Sciences

Department of Management

QUALIFICATION: Bachelor of Business and Information Administration	
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COURSE: Administrative Management 2B	COURSE CODE: AMM621S
DATE: January 2020	SESSION: 1
DURATION: 2 Hours	MARKS: 100

SUPPLEMENTARY/SECOND OPPORTUNITY EXAMINATION MEMORANDUM	
EXAMINER(S)	Mr G Kaisara
MODERATOR:	Ms A Schroeder

INSTRUCTIONS
<ol style="list-style-type: none">1. You have to answer all 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.

THIS QUESTION PAPER CONSISTS OF 5 PAGES
(Including this front page)

Question 1

[5x2 Marks]

- 1.1 Offices that face the direction are warmer and have more natural light.
- a) **Northern**
 - b) Eastern
 - c) Southern
 - d) Western
- 1.2 A work area that is available to everyone as needed
- a) Caves
 - b) Commons
 - c) **Just-in-Time**
 - d) Guesting
- 1.3 Which of the following is true of fluorescent lighting bulbs.
- a) Relatively more expensive to purchase
 - b) Light is more artificial
 - c) More durable
 - d) **All of the above**
- 1.1 This relate to being prepared for things possibly not going well;
- a) **Contingency plan**
 - b) Snowball effect
 - c) Authority vacuum
 - d) Risk aversion
- 1.5 This is the area of work environment is concerned with the **sound** element in the office environment.
- a) Biophillics
 - b) **Acoustics**
 - c) Interruptions
 - d) Sound Engineering

Question 2

[75 Marks]

- 2.1 Is it good to use reward as a form of motivation? Motivate your answer. [5]
- Initially it may be a good idea [1]. However, rewards lose their impact after a time [2], and thus they would to be increased to get the same level of motivation [2].

- 2.2 In office design, we agreed that we “should not sacrifice aesthetics at the altar of functionality. Fully discuss the meaning of this statement. [3]
- *Whilst functionality regarding workflow is important [1], we should not underestimate the importance of the visual appeal as it is just as important [2].*
- 2.3 Jane has been working for your company, and she tells you that her husband is applying for an advertised post in the company as well. What potential staffing challenge arises from this situation? Discuss how you could handle such a situation.[5]
- *The potential problem is perceptions of nepotism [1]. Hence the company may decide to ensure that Jane will not be part of the recruitment or decision making panel [2], and that if her husband is to be employed, they do not work in the same department [2].*
[consider other contributions]
- 2.4 List any three disadvantages of open plan offices. [3]
- *Communicable diseases spread quickly*
 - *There may be too many distractions due to noise.*
 - *Privacy is compromised.*
[consider other contributions]
- 2.5 Event management is a multi-stage process. Give the stages, giving an example of one activity that happens at each stage. [6]
- *Pre-event: these include the planning stage, it is more forward looking/*
 - *Implementation stage: this is during the event, when various plans are effected.*
 - *After event: this is the wrapping up stage, which may include thanking all contributors and reconciling accounts.*
[2 marks each]
- 2.6 Which administrative function leads to the formation of departments. Discuss how does the formation occur. [4]
- *This is happening through organizing [2], where related activities are grouped together into functional areas [2].*
- 2.7 The Department of Management at NUST has a head of department, who has a secretary reporting to him. It is also made up of 4 section heads, and lecturers within the different sections. Draw up an organisational chart reflecting the relationships and flow of authority in the department. [8]
- *The diagram should show the HoD at the top [2], with section heads on the next level below [2], then lecturers [2]. The HoD’s secretary must also be placed properly, as having staff authority, not functional [2].*

- 2.8 Give one advantage and one disadvantage of centralized authority. [4]
- *Advantages include; it is cost effective in some instances, decisions are made quicker, etc [2 marks for any]*
 - *Disadvantages include; depriving subordinates of an opportunity to learn, may impede customer service, etc [2 marks for any]*
- 2.9 Define the meaning of coercive power, and give one instance where it might be necessary. [4]
- *Coercive power is the power that is utilized through instilling fear or using threats [2], and it may be necessary when subordinates are unruly or unresponsive to other forms of inducements [2].*
- 2.10. Give and discuss four reasons why an organization may choose to use carpeting. [8]
- *It gives an element of prestige, particularly quality carpets*
 - *It absorbs sounds, thus allowing for greater concentration.*
 - *Its grip means that chances of slipping are greatly reduced.*
 - *It may be easily changed if there is a need.*
- [2 marks for each]
- 2.11 “Good ergonomics is good economics”. Discuss this statement fully. [5]
- *It is important to give attention to the health of employees [1]. Organisations lose billions of dollars per year due to sick and absent employees [2], and bad work environments also lead to demotivation [2].*
- 2.12 Discuss five ways in which telecommuting can be useful to a Namibian company.[10]
- *Nursing mothers on maternity leave may still be accessible, particularly the critical employees.*
 - *It can reduce the need for big rental space, thus saving companies millions in rental money.*
 - *Namibian companies may be able to access expertise from all over the world.*
 - *Namibia is a large country, and thus employees in remote areas may also be utilized better.*
 - *Telecommuting can help organisations utilize employees beyond the usual 8-5pm routine.*
- [2 marks each]
- 2.13 Your friend is planning on having her birthday party on a Sunday. Is it a good idea? Motivate, giving two reasons. [5]

- *It is not a good idea [1], as many people are likely to be at church [2], and some would be preparing for work and school after church [2]*

2.14. Write an objective relevant to you as a student that meets the SMART criteria. [2]

- *To pass AMM with at least a 75% in the November 2019 exams.
[Consider various examples that meet the SMART criteria]*

2.15 In the context of our discussion, explain the concept of “firefighting”, and the reason that it normally arises. [3]

- *Firefighting means reacting to problems and trying to address them in the workplace [2], and these arise due to poor planning [1].*

Question 3

[10 Marks]

Definition of terms;

- 3.1 Coordination – *the synchronization of activities between two entities.*
 3.2 Ergonomics – *the science concerned with study of people and their workplace.*
 3.3 Cellular Office – *a private office, characterized by high walls.*
 3.4 Job rotation - *the practice of moving employees between different tasks to promote experience and variety.*
 3.5 Nepotism – *favouring one’s relatives for jobs.*

Question 4

[5 Marks]

4.1 An organogram reflects or highlights two keys issues. List the two issues. [2]

- *The flow of authority downloads [1], and the flow of reporting lines upwards [1].*

4.2 Your company wants to use customer experience (using their customers) as an advertising approach. Advise the company on the wisdom of this idea. [3]

- *It is a very good idea [1], as people are more inclined to believe the word of mouth of others rather than an organization.*