



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: JANUARY 2025	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 6 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 type of power is conferred by the hierarchy of the organisation
- A. Legitimate power
 - B. Reward power
 - C. Coercive power
 - D. Referent power
- 1.2 Which kind of leader typically grants their subordinates total autonomy to decide for themselves what actions to take and how to finish tasks?
- A. Democratic.
 - B. Autocratic style
 - C. Laissez-faire
 - D. Bureaucratic
- 1.3 It is a complicated idea that can be seen from several angles or through various intellectual developments:
- A. Leadership
 - B. Management
 - C. Classical scientific school
 - D. Administrative approach
- 1.4 Which method was mainly advocated by German sociologist Max Weber:
- A. Humans Relations Movement
 - B. The systems approach
 - C. Contemporary approach
 - D. The bureaucratic approach
- 1.5 The term motivation is described 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 State the process by which technological advancements, managerial duties, and production activities transform inputs into outputs:
- A. Inputs
 - B. Transformation processes
 - C. Outputs
 - D. Feedback
- 1.7 This theory depends on the idea that a person's actions are determined by the consequences they perceive:
- A. Positive reinforcement
 - B. Reinforcement theory
 - C. Expectancy theory
 - D. Negative reinforcement
- 1.8 Identify the procedure that gets a new hire ready for work in a specific setting or company. There are two types of orientation: formal and informal.
- A. Recruitment
 - B. Staffing
 - C. Screening
 - D. Orientation
- 1.9 What approach is quite drastic since management essentially concedes that the company cannot continue and decides to shut down operations:
- A. Harvesting
 - B. Liquidation
 - C. Divestiture
 - D. Turnaround strategies
- 1.10 State the process of anticipatorily matching opportunities and hazards brought about by alterations in the external environment with the organisation's internal resources:
- 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**

Alex, the recently hired administrative manager of a quickly growing digital business, has difficulties organizing teams, streamlining processes, and properly allocating resources. The business is expanding significantly, which is resulting in a rise in the number of employees and a diversification of projects. Alex understands that it is critical to comprehend a variety of management theories to effectively navigate these developments.

Identify and discuss five reasons why understanding various management theories is essential for effective administrative management. **[10]**

Question 2

The President informs you that he intends to reorganise the administration and alter its composition.

Which management theory would recommend he consider when making decisions? Please provide a justification for your choice. **[10]**

Question 3

Precision Parts Co., a manufacturing company, is converting to a Six Sigma methodology in order to enhance its quality control procedures. Jamie, the recently hired quality manager, is entrusted with determining what exactly qualifies as a "defect" in their production line. In order to create precise standards based on Six Sigma principles, Jamie gathers the team.

With five scenarios, how would you define a defect using Six Sigma as a starting point? **[10]**

Question 4

Staff morale is low and personnel turnover is high at CareFirst Hospital. Sam, the recently hired Human Resources Director, has the responsibility of enhancing employee engagement while guaranteeing that the hospital's objectives correspond with the requirements of its workforce. Realizing how crucial this alignment is, Sam starts a thorough plan to close the gap.

In your opinion, why is it important to align an organisation's objectives with the needs of its workforce? Provide an explanation with relevant examples. **[10]**

Question 5

Individuals Perceived as ambitious are often found in various workplaces. Which of McClelland's categories would you assign to these individuals? Justify your answer. **[10]**

Question 6

As a consultant responsible for motivating a team at Namibia Industries (PTY), Outline your approach to inspiring and energising the team. Include your methods for understanding team dynamics, identifying motivational factors, and fostering a positive and engaging work. **[10]**

Question 7

A critical software development position needs to be filled at InnovateTech, a rapidly expanding software development firm. To make sure they locate the best applicant for the position, the HR team, under the direction of Recruiter Mia, uses a methodical approach. Mia lists the five essential steps in the choosing procedure.

Discuss the five criteria recruiters use to choose applicants for a specific position? Motivate your answer? **[10]**

Question 8

Analyse how presentism could affect the workplace differently than absenteeism using your evaluation skills.

As you evaluate variables like productivity loss, employee well-being, organisational culture, and long-term performance outcomes, give explanations and evidence to back up your claims. **[10]**

Question 9

As a manager aiming to drive a cultural shift within your organisation, outline your strategy for implementing this change. Include your approach to assessing the current culture, defining the desired culture, engaging and aligning employees, and measuring progress. **[10]**

[Section B Total Marks: 90]

End of examination

TOTAL: 100
