



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY **COMMERCE, HUMAN**
SCIENCES AND EDUCATION
DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF MANAGEMENT	
QUALIFICATION CODE: 07BBMA	LEVEL: 6
COURSE CODE: BMI511S	COURSE NAME: INTRODUCTION TO BUSINESS MANAGEMENT
SESSION: JUNE 2025	PAPER: FIRST OPPORTUNITY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION - QUESTION PAPER			
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THIS QUESTION CONSISTS OF 7 PAGES (Including this front page)

INSTRUCTIONS	
1.	Answer all questions in the booklet provided.
2.	Read all the questions carefully before answering.
3.	Marks for each question are indicated at the end of each question.
4.	Please ensure that your writing is legible, neat and presentable and start each Section on a new page.

PERMISSIBLE MATERIALS

1. Examination question paper
2. Examination answer sheet
3. Calculator

SECTION A

Question 1

Indicate whether the following statements are True or False in the examination booklet provided.

[2 x 10 = 20 marks]

No.	Question
1.1	Values influence and cement the organisation's culture, strategy and structure.
1.2	Market intermediaries are part of a company's micro-environment.
1.3	Corporate social responsibility covers a wide range of issues and could include climate change, poverty and political donations.
1.4	A franchisee could be viewed as an intrapreneur who initiates ideas in the franchise system.
1.5	A marketing mix consists of the uncontrollable variables which a company puts together to satisfy a target market.
1.6	Goals are considered as the starting point of the planning process.
1.7	Informational power is a person's ability to compensate another for compliance.
1.8	The partners in a partnership have limited liability.
1.9	Business organisations are also classified as need-satisfying institutions of the market economy.
1.10	The income statement summarises the assets, liabilities and owners' equity of a company of a specific date.
TOTAL 2X10= 20marks	

SECTION B

Question 2

Indicate your answers next to each corresponding number in the examination booklet provided.

[2 x 10 = 20marks]

- 2.1. All definitions of Corporate Social Responsibility recognise that:
- Companies have a responsibility for their impact on society and the environment.
 - The natural environment should be the main focus of CSR activities.
 - Business ethics is a complex issue.
 - Companies must pay equal attention to business ethics and sustainability.
- 2.2. _____ tells us how much an organisation makes just from its products and how efficiently management controls costs in the production process
- Gross profit margin
 - Operating margin
 - Earnings per share
 - Current
- 2.3. Globalisation is beneficial for firms because _____.
- it protects them against foreign competition.
 - it cushions them from the effect of events in other countries.
 - it opens up new market opportunities.
 - it increases the risk and uncertainty of operating in globalizing world economy.
- 2.4. You are the Human Resources Manager of Success Portfolio Ltd. You have decided to recruit a financial analyst through head-hunting. This means that you will have to recruit by
- placing an advertisement in the local newspaper.
 - visiting schools and universities to find prospective applicants.
 - placing an advertisement on the internet.
 - offering the job to someone whom the management of Success Portfolio Ltd knows personally.
- 2.5. Which of the following is an advantage of buying an existing business?
- The way the business runs is established and challenging to change.
 - Planning is based on historical data.
 - All employees are inherited with no vetting process.
 - The impact of financing cost on cash flow.

- 2.6. Products such as jewellery for which a consumer will compare suitability, quality, price and style before buying is known as _____.
- a) convenience products
 - b) shopping products
 - b) specialty products
 - c) comparative products
- 2.7. For the purpose of quality and control, it is necessary to define certain quality characteristics that relate directly to the design specifications for products and services. Which quality characteristics is not often used?
- a) Performance ability
 - b) Reliability (continuous performance capability)
 - c) Durability (total life expectancy)
 - d) Limited customer contact (for the convenience of privacy)
- 2.8. Group _____ influences the group's adherence to group norms positively or negatively.
- a) size
 - b) composition
 - c) leadership
 - d) cohesiveness
- 2.9. Mrs Mabula, the operations manager of a large organisation, decides to remove some controls from the jobs that her subordinates perform, to delegate more authority to subordinates and to structure work in complete work units. Mrs Mabula is implementing _____
- a) work teams
 - b) job enlargement
 - c) job enrichment
 - d) job rotation
- 2.10. A strategy aimed at increasing market penetration within existing customer groups is a _____ strategy.
- a) market-development.
 - b) product-development
 - c) concentric-diversification.
 - d) backward vertical-integration

SECTION C

[Total - 30marks]

Question 3

Samurai Enterprises is the business of manufacturing CCTV cameras. The selling price is N\$6,000.00 per set. The corporation's monthly expenses are as follows:

Rent - N\$100,000.00

Commission - N\$500.00

Semi-variable (variable part) - N\$1,000.00

Insurance = N\$20,000.00

Semi-variable (fixed part) = N\$30,000.00

Materials = N\$1,500.00

3.1. What is Samurai Enterprises' contribution margin? (1)

3.2. How many units must the corporation manufacture in order to break-even? (4)

Question 4

You expect to receive N\$5,000.00 in four years' time. If the amount is discounted at an annual interest rate of 8% compounded quarterly, how much is that amount worth in today's terms?

(8)

Question 5

Study the following information and answer the question(s) that follow:

Balance Sheet for Motown Ltd as at 31 March 2024

Assets	Amount (\$)
Non-Current Assets	
Land and Buildings	400,000
Machinery and Equipment	150,000
Intangible Assets	50,000
Total Non-Current Assets	600,000
Current Assets	
Inventory	100,000
Accounts Receivable	80,000
Cash and Bank	20,000
Total Current Assets	200,000
Total Assets	800,000

Equity & Liabilities

Equity & Liabilities	Amount (\$)
Equity	
Share Capital	250,000
Retained Earnings	150,000
Total Equity	400,000
Non-Current Liabilities	
Long-Term Loan	300,000
Current Liabilities	
Accounts Payable	60,000
Bank Overdraft	40,000
Total Current Liabilities	100,000
Total Liabilities	400,000
Total Equity & Liabilities	800,000

Calculate the following ratios for Motown Ltd.

5.1. Debt ratio (6)

5.2. Gearing ratio (6)

Question 6

Now that you have determined the solvency of the business in question 5 above, suggest any five (5) advantages being part of such a business?

(5)

SECTION D

[Total - 30marks]

Question 7

Social psychologists, French and Raven identified six bases of power that individuals can use to influence others in an organization.

List and explain each of the six types of power. Provide an example of how a manager or leader might use each type in the workplace.

(12)

Question 8

In a manufacturing company, employees perform the same repetitive tasks daily, leading to increased boredom and dissatisfaction. As a manager, you are tasked with improving job satisfaction without compromising productivity.

Discuss any four job design strategies that could be implemented to address these issues. Briefly explain how each strategy can reduce monotony and enhance employee motivation.

(8)

Question 9

You have obtained your qualifications but are struggling to find a job and have decided to start your own business. What are the five (5) factors you need to consider when choosing a suitable form of an enterprise?

(10)