



**PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES & EDUCATION

**DEPARTMENT OF GOVERNANCE AND SCIENCES, HOSPITALITY, TECHNICAL AND VOCATIONAL
EDUCATION AND TRAINING**

QUALIFICATION: BACHELOR OF BUSINESS AND INFORMATION ADMINISTRATION	
QUALIFICATION CODE: 07BBIA	LEVEL: 6
COURSE: ADMINISTRATIVE MANAGEMENT 2B	COURSE CODE: AMM621S
DATE: DECEMBER 2025	SESSION: PAPER 2
DURATION: 2 HOURS	MARKS: 100

2ND OPPORTUNITY QUESTION PAPER	
Examiner:	Ms. P. Louw
Moderator:	Ms. A. Schroeder

INSTRUCTIONS	
1.	Answer ALL the questions.
2.	Read all the questions carefully before answering.
3.	Make sure your student number and question number appear on the answer script.
4.	Please ensure that your writing is legible, neat and presentable.

THIS QUESTION PAPER CONSISTS OF 7 PAGES (INCLUDING THIS FRONT PAGE)

QUESTION 1

[10 MARKS]

Answer the following multiple-choice questions. Write down only the letter next to the appropriate number. For example, 1.1. E

- 1.1. What term refers to the assignment of responsibility or authority from a manager to a subordinate to carry out specific activities?
- A. Empowerment
 - B. Supervision
 - C. Collaboration
 - D. Delegation
- 1.2. The ability to plan and use one's time effectively and productively, especially in the workplace, is known as:
- A. Work-life balance
 - B. Delegation
 - C. Time Management
 - D. Productivity
- 1.3. The abbreviation VMOSA stands for:
- A. Vision, Mission, Organising, Strategy and Authority
 - B. Version, Micro, Objectives, Staffing and Achievement
 - C. Vision, Mission, Objectives, Strategy and Action Plans
 - D. Virtual, Main Office, Strategy and Activity
- 1.4. What concept is described when Mrs. Louw exclusively hires friends and relatives?
- A. Nepotism
 - B. Discrimination
 - C. Favouritism
 - D. Promotion

- 1.5. A security guard at the NUST main entrance refuses the Vice Chancellor entry due to the absence of a staff card. Which type of authority is the security guard exercising?
- A. Expert authority
 - B. Position/Designated authority
 - C. Functional authority
 - D. Personal authority
- 1.6. The abbreviation SMART stands for:
- A. Smart, Maximize, Activity, Reliance, Timely
 - B. Special, Main, Acoustics, Rebel, Tamely
 - C. Specific, Minimum, Annual, Reliance, Timber
 - D. Specific, Measurable, Achievable, Relevant, Timely
- 1.7. Which ergonomic aspect may lead to discomforts such as eye, nose, throat, and skin irritations if not properly controlled in the workplace?
- A. Air quality/ventilation
 - B. Lighting
 - C. Noise levels
 - D. Seating design
- 1.8. The managerial function of recruitment, selection, training, developing, promotion and compensation of personnel
- A. Coordinating
 - B. Directing
 - C. Staffing
 - D. Organising
- 1.9. Indicate to which interdependence type is referred to, when both entity A and entity B depend on each other, where the output of A becomes input for B, and vice versa.
- A. Pooled interdependence

- B. Sequential interdependence
- C. Timed interdependence
- D. Reciprocal interdependence

- 1.10. Which key mistake do recruiters often make when hiring new employees?
- A. Prioritising technical and functional skills while overlooking soft skills
 - B. Focusing too much on cultural fit and ignoring qualifications
 - C. Hiring too quickly without proper interviews
 - D. Considering only internal candidates and ignoring external talent

QUESTION 2

[25 MARKS]

Answer the following questions:

- 2.1. State and explain the three forms of authority that is found in contemporary organisations. **(6)**
- 2.2. State the key principles of delegation that should be followed to ensure delegation is effective and yields the intended results. **(5)**
- 2.3. Organising provides structure to an organisation and ensures that resources are aligned to achieve the objectives set during the planning stage. Identify and explain the five key steps in the organising process. **(10)**
- 2.4. Mention four primary duties of a receptionist. **(4)**

QUESTION 3

[20 MARKS]

Answer the following questions.

- 3.1. Centralised authority refers to a system where decision-making power is concentrated at the top level of management. Discuss four advantages and four disadvantages of centralised authority. **(8)**
- 3.2. Productivity entails using time and resources wisely to achieve optimal results. However, this is only achieved under certain conditions. Outline and discuss the various conditions that are required for office productivity to yield positive results. **(10)**
- 3.3. "If you fail to plan, you are planning to fail". Explain what is meant by this statement. **(2)**

QUESTION 4

[20 MARKS]

Answer the following questions:

- 4.1. Name and discuss five components of effective time management. **(10)**
- 4.2. Employee relationship management is the process that a company uses to manage its relationship with its employees so as to support them in their jobs as office administrators to achieve the goals of their company. Identify and explain five considerations for effective employee relationship management. **(10)**

QUESTION 5

[25 MARKS]

Answer the following questions:

- 5.1 As an event manager, unexpected situations can arise that disrupt planned activities. Identify and discuss five possible contingencies you should prepare for to ensure the success of an event. **(10)**
- 5.2. What are the two main criteria used when prioritizing tasks? **(2)**

- 5.3. First National Bank of Namibia (FNB) is customer-focused and aims to provide the best banking experience. Discuss which departmentalisation approach would best support FNB in achieving its vision of becoming a world-class bank. (6)
- 5.4. State three reasons why managers may prefer to avoid a private office set-up. (3)
- 5.5. Define Virtual Workplace. (2)
- 5.6. In your view, what are the two primary ingredients that makes virtual office possible? (2)

THE END

TOTAL: 100 MARKS