



**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: NOVEMBER 2025	PAPER: THEORY (PAPER 1)
DURATION: 2 HOURS	MARKS: 100

1st OPPORTUNITY EXAMINATION QUESTION PAPER	
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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

Question 1

- 1.1 Which of the following is a common characteristic of effective leaders?.
- A. Indecisiveness
 - B. Poor communication skills
 - C. Ability to inspire and motivate others
 - D. Avoidance of responsibility
- 1.2 Which type of power is based on a leader's ability to provide rewards or punishments?
- A. Referent power
 - B. Legitimate power
 - C. Coercive power
 - D. Reward power
- 1.3 Why is it important to study various management theories?
- A. To ignore traditional practices and focus only on modern approaches
 - B. To limit creativity in management styles
 - C. To avoid making decisions in management
 - D. To understand different approaches and apply them effectively in various situations
- 1.4 Which of the following best differentiates Maslow's Hierarchy of Needs theory from Herzberg's Two-Factor theory?
- A. Maslow's theory organizes motivation as a hierarchy of needs, while Herzberg's theory separates job factors into hygiene and motivators
 - B. Maslow's theory focuses on external rewards, while Herzberg's theory focuses on achieving goals.
 - C. Maslow's theory emphasizes social needs only, while Herzberg's theory emphasizes physiological needs only.
 - D. Maslow's theory is a process theory, while Herzberg's theory is a reinforcement theory.
- 1.5 Which of the following correctly lists key steps involved in the employee recruitment process?
- A. Screening candidates, onboarding, job offer, advertising the job, identifying vacancies.
 - B. Making a job offer, training, performance appraisal, firing, onboarding

- C. Identifying hiring needs, creating a job description, searching for candidates, screening and shortlisting, interviewing, making a job offer, onboarding.
 - D. Advertising the job, termination, salary negotiation, exit interview.
- 1.6 Which best describes the concept of organizational culture?
- A. The formal structure and policies of an organization
 - B. The shared beliefs, values, norms, and behaviours that shape how people work and interact within an organization.
 - C. The financial performance of an organization over time.
 - D. The technology and tools used by employees
- 1.7 What is the first step typically involved in the change management process?
- A. Implementing new systems
 - B. Communicating the change to employees
 - C. Identifying the need for change
 - D. Training employees on new procedures
- 1.8 Which of the following best describes an advantage of cross-functional teams?
- A. They bring together diverse perspectives from different departments, enhancing creativity and problem-solving.
 - B. They consist of members from the same department, which ensures specialized expertise.
 - C. They work independently without any managerial oversight, increasing flexibility.
 - D. They operate exclusively in virtual environments, reducing communication challenges.
- 1.9 Which of the following best defines ethics in a business context?
- A. The legal requirements a business must follow
 - B. The financial goals of a company
 - C. The marketing strategies used to attract customers
 - D. The principles and standards that guide behaviour about what is right and wrong
- 1.10 Why is corporate social responsibility (CSR) important for modern businesses?
- A. It only helps businesses reduce their tax liabilities.
 - B. It focuses solely on increasing short-term profits.
 - C. It allows companies to ignore environmental regulations.
 - D. It enhances brand reputation, builds customer loyalty, and supports community well-being.

[10 marks]

Section B: Structured questions

Answer each of the following questions:

Question 2 [3 marks]

What is strategic management? Analyse its importance in today's business environment, using a real-world example to support your argument.

Question 3 [7 marks]

Briefly explain Herzberg's Two-Factor Motivation Theory and discuss one-way managers can apply this theory in the workplace.

Question 4 [10 marks]

Compare and contrast the effectiveness of different types of power that leaders use in various organisational contexts. How might a leader's choice of power influence employee motivation and job satisfaction? Provide examples.

Question 5 [10 marks]

Discuss five key challenges that organisations face when operating in dynamic environments. In your answer, explain how each challenge affects decision making and team performance.

Question 6 [10 marks]

Describe a situation in an organizational setting of your choice, where cultural diversity played a significant role. How did appreciating these differences help the team or organization do better?

Question 7

Case Study: The Coca-Cola Company struggles with ethical crises [9 marks]

The Coca-Cola Company, despite its global success, has faced significant ethical challenges including allegations of racial discrimination, union suppression in countries like Colombia, environmental damage in India due to water depletion, and misleading marketing practices. These issues prompted administrative responses such as implementing compliance

programs, ethical training, and launching CSR initiatives like water stewardship and community development. While the company's reputation suffered—leading to public backlash and investor concern—its efforts to rebuild trust through transparency and social responsibility helped restore some credibility. The case highlights the importance of ethical leadership, proactive CSR, and the need for administrators to balance profitability with accountability and stakeholder trust.

- 7.1 How did ethics and CSR guide administrative decisions in this case? **(3 marks)**
- 7.2 What impact did these practices have on the organisation's reputation? **(3 marks)**
- 7.3 What lessons can be learned for administrative roles? **(3 marks)**

Question 8 **[9 marks]**

Using McClelland's Achievement Motivation Theory, explain how an individual's dominant need for achievement, affiliation, or power can influence their behaviour and effectiveness in a managerial role. Provide examples to support your answer.

Question 9 **[9 marks]**

Explain Lewin's Change Management Model and critically analyse how each of its three stages—Unfreeze, Change, and Refreeze—can be applied to successfully implement organizational transformation. Use relevant examples to support your answer.

Question 10 **[8 marks]**

Discuss the four (4) common elements of Management by Objectives (MBO). In your answer, explain how each element contributes to effective organizational performance.

Question 11 **[15 marks]**

Identify and explain the four categories of the BCG Matrix. Then, illustrate how a company might use this model to decide which products to invest in, maintain, or discontinue.

[Section B Total Marks: 90]

End of examination

TOTAL: 100
