



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION**

**DEPARTMENT OF GOVERNANCE & MANAGEMENT SCIENCES**

<b>QUALIFICATION : BACHELOR OF BUSINESS AND INFORMATION ADMINISTRATION</b>	
<b>QUALIFICATION CODE: 07BBIA</b>	<b>LEVEL: 7</b>
<b>COURSE CODE: AMM721S</b>	<b>COURSE NAME: ADMINISTRATIVE MANAGEMENT 3</b>
<b>SESSION: DECEMBER 2025</b>	<b>PAPER: THEORY (PAPER 2)</b>
<b>DURATION: 2 HOURS</b>	<b>MARKS: 100</b>

<b>2<sup>nd</sup> OPPORTUNITY EXAMINATION QUESTION PAPER2</b>	
<b>EXAMINER:</b>	<b>Ms. Jelise Mooja</b>
<b>MODERATOR:</b>	<b>Mr. Eugene A. Zealand</b>

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. Read all the questions carefully before answering.</li><li>3. Number the answers clearly</li></ol>

**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 What best describes leadership in a dynamic environment?
- A. Maintaining the status quo in all situations
  - B. Adapting strategies proactively to changing conditions
  - C. Focusing only on financial outcomes
  - D. Avoiding risks and changes
- 1.2 Which management theory focuses on improving worker productivity through scientific analysis?
- A. Scientific Management Theory
  - B. Human Relations Theory
  - C. Contingency Theory
  - D. Systems Theory
- 1.3 Maslow's Hierarchy of Needs is an example of which type of motivational theory?
- A. Content Theory
  - B. Process Theory
  - C. Reinforcement Theory
  - D. Equity Theory
- 1.4 What is a key step in effectively managing organizational change?
- A. Ignoring employee feedback
  - B. Implementing change without planning
  - C. Avoiding resistance at all costs
  - D. Communicating the vision for change clearly
- 1.5 Which of the following best differentiates a functional team from a cross-functional team?
- A. Functional teams are temporary; cross-functional teams are permanent
  - B. Functional teams only focus on ethics; cross-functional teams focus on finance
  - C. Functional teams are made up of members from the same department; cross-functional teams include members from different departments
  - D. There is no difference between the two
- 1.6 Why is corporate social responsibility (CSR) important in modern industry?

- A. It enhances the company's reputation and stakeholder trust
  - B. It increases short-term profits only
  
  - C. It is legally required in all countries
  - D. It allows companies to avoid taxes
- 1.7 Which of the following best illustrates ethical behaviour in an organization?
- A. Manipulating financial records to meet targets
  - B. Ignoring employee complaints to save time
  - C. Prioritizing profits over all other considerations
  - D. Encouraging transparency and fairness in all dealings
- 1.8 How does cultural diversity benefit organizations?
- A. It creates conflicts that slow decision-making
  - B. It makes communication impossible
  - C. It brings a variety of perspectives and enhances creativity
  - D. It leads to uniform thinking
- 1.9 Which motivation theory emphasizes the role of expectations and perceived outcomes?
- A. Equity Theory
  - B. Expectancy Theory
  - C. Herzberg's Two-Factor Theory
  - D. Theory X and Theory Y
- 1.10 Change management techniques such as Lewin's model include which of the following stages?
- A. Planning, Execution, Evaluation
  - B. Freezing, Changing, Refreezing
  - C. Initiation, Expansion, Termination
  - D. Disruption, Recovery, Growth

**[10 marks]**

**Section B: Structured questions**

**Answer each of the following questions:**

**Question 2**

**[12 marks]**

Identify and explain six key leadership behaviours that effective leaders commonly exhibit. Provide examples of how each behaviour can positively impact an organisation.

**Question 3**

**[15 marks]**

Compare and contrast two management theories (e.g., Classical and Contemporary) and discuss how they can be applied in a modern organisation.

**Question 4**

**[10 marks]**

Differentiate between functional teams, cross-functional teams, and self-managed teams. Provide one example of when each type would be most effective.

**Question 5**

**[6 marks]**

Using relevant organisational behaviour theories or real-world examples, analyse six major challenges commonly faced by women in leadership positions, especially in Namibia, and discuss how these challenges can impact their leadership effectiveness and organisational outcomes.

**Question 6**

**[8 marks]**

Describe the (8) steps involved in managing organisational change, and demonstrate how each step can be effectively applied to access challenges during process in a workplace setting?

**Question 7**

**[6 marks]**

Identify and discuss the three main areas that influence human behaviour?

**Question 8**

**[6 marks]**

According to Herzberg, management should focus on rearranging work so that motivator factors can take effect. Describe the three ways in which Herzberg suggested this could be done.

**Question 9**

**[12 marks]**

How does McClelland's three key needs influence employee motivation in different ways.

**Question 10**

**[15 marks]**

Case Study: Low Employee morale at EverGreen Tech

**Case Study:**

EverGreen Tech, a mid-sized software development company, has experienced a noticeable decline in employee morale over the past six months. Several employees have expressed feelings of dissatisfaction and lack of motivation, resulting in decreased productivity and increased absenteeism. The management is unsure whether the issue stems from unmet personal needs or workplace factors, and they seek to understand how to effectively motivate their workforce

Critique the applicability of Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory in addressing the low employee morale at EverGreen Tech. How can these motivational theories guide management in improving employee motivation and satisfaction?

**[Section C: Total Marks: 90]**

**End of examination**

<b>TOTAL: 100</b>
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