



**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: JUNE 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

- 1.1 How do individuals come to adopt the standards of the society they live in.
- A. Behaviour directed by ethics
 - B. Ethics
 - C. Behaviour directed by prescription
 - D. Behaviour directed by choice
- 1.2 Which approach focuses on the consequences of an action.
- A. Human rights approach
 - B. Justice approach
 - C. Utilitarian view
 - D. Behaviour
- 1.3 The Zone of Indifference is a framework that was developed by:
- A. Thomas Edson
 - B. Chester Barnard
 - C. Max Weber
 - D. Black Burke
- 1.4 What does the principle of fairness imply for managers in their treatment of employees?
- A. Team spirit
 - B. Initiative
 - C. Equity
 - D. Stability of staff
- 1.5 What is the primary benefit of using the Balanced Scorecard in an organization?
- A. It helps in tracking financial performance exclusively
 - B. It provides a comprehensive view by measuring performance across multiple perspectives
 - C. It focuses only on customer satisfaction
 - D. It simplifies decision-making by relying solely on operational data
- 1.6 This power is based on someone's expertise and information they possess. It's natural that most leaders should have expertise skills in a particular area _____

- A. Reward power
 - B. Coercive power
 - C. Referent power
 - D. Expert power
- 1.7 An organisational culture that emphasises innovation, risk taking, and creativity is known as:
- A. Hierarchy
 - B. Market
 - C. Clan
 - D. Adhocracy
- 1.8 The initial phase, when the work team begins to meet and integrate is called:
- A. Training
 - B. Storm
 - C. Normalisation
 - D. Performance
- 1.9 How do you call the process in which a person exerts influence over other people by inspiring them, motivating them and guiding their activities to help achieve the organisation's goals?
- A. Leadership
 - B. Motivation
 - C. Legitimate power
 - D. Reward power
- 1.10 Which management philosophy emphasises customer-focus and involves all employees in continuous improvement.
- A. Contingency theory
 - B. Total quality management
 - C. The systems approach
 - D. Six Sigma

[10 marks]

Section B: Structured questions**[90 Marks]**

Answer each of the following questions:

Questions 1

In what ways does strategic planning support the long-term success and growth of organisations operating in dynamic competitive environments. **[10]**

Question 2

Describe the key characteristics of the four types of work teams commonly found in organizations. For each type of team, explain how it contributes to achieving specific organizational goals. Provide examples where applicable. **[10]**

Question 3

3.1 Justify the necessity for the administrative manager to study the various management theories? **(2)**

3.2 According to Herzberg, name the three ways management can rearrange work to allow motivator factors to take effect? **(6)**

[8]**Question 4**

Explain the importance of Corporate Social Responsibility (CSR) in today's business environment. What are the key goals of CSR, and how can organizations achieve these goals? **[10]**

Question 5

Outline the six (6) key stages involved in the process of change management. In your response, describe each stage and explain how it contributes to successfully implementing organizational change. Provide relevant examples to support your explanation. **[12]**

Question 6

Explain the ADKAR change management model and its five phases. Discuss how each phase contributes to successful organizational change and why it is important for employees to transition sequentially through these steps. Provide examples of how organizations can implement each phase effectively [10]

Question 7

How can a manager apply the five (5) levels of Maslow hierarchy of needs to effectively motivate employees in a workplace setting? [10]

Question 8

Analyse how one (1) classical management approach could be used to address issues of nepotism and corruption in public agencies. In your analysis, explain the rationale to your choice and examine the potential weakness of this approach in such context. [10]

Question 9

Having utilised the "BCG matrix" to evaluate our product portfolio, several products have been identified as failing under the "Dogs category. Given the manager's directive to eliminate these low-performing products, how should one critically assess the timing and strategic implication of such as decision before proceeding with product discontinuation. [10]

[Section B Total Marks: 90]

End of examination

TOTAL: 100
