



PAMIBIA  
UNIVERSITY  
OF SCIENCE AND  
TECHNOLOGY

**HP-GSB**  
HAROLD PUPKEWITZ  
Graduate School of Business

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

**HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS**

<b>QUALIFICATION : DIPLOMA IN BUSINESS PROCESS MANAGEMENT</b>	
<b>QUALIFICATION CODE: 06DBPM</b>	<b>LEVEL: 6</b>
<b>COURSE CODE: IBM511C</b>	<b>COURSE NAME: INTRODUCTION TO BUSINESS MANAGEMENT</b>
<b>SESSION: NOVEMBER 2025</b>	<b>PAPER: PAPER 1</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION – QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	<b>Ms. O. Kangandjo</b>
<b>MODERATOR:</b>	<b>Ms. J. Hambabi</b>

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. Write clearly and neatly.</li><li>3. Number the answers clearly.</li></ol>

**PERMISSIBLE MATERIALS**

1. Examination paper
2. Examination script
3. Calculator

**THIS QUESTION PAPER CONSISTS OF 8 PAGES (INCLUDING THIS FRONT PAGE)**

SECTION A

Question 1

[2x20 = 40 Marks]

Indicate your answers next to each corresponding number in the examination booklet. For example:

1.1 c

1.1 Which of the following best describes consumer behaviour?

- a. The process of producing goods and services
- b. The study of how individuals and groups select, buy, and use products
- c. The analysis of how businesses set prices
- d. The process of government regulation of marketing

1.2 Human Resource Planning consist of which of the three steps, except:

- a. Job analysis and description
- b. Change in organisation structure
- c. Job specification
- d. Human Resources Forecasting and Planning

1.3 Organising means .....

- a. that direction is given to the organisation in the form of goals and plans
- b. that management has to develop mechanisms in order to implement the strategy or plan
- c. narrowing the gap between what was planned and the actual achievement of management, and ensuring all activities are carried out as they should be
- d. influencing employees to work willingly toward the achievement or organisational objectives

1.4 Which one of the following systems cannot be classified as an economic system?

- a. a free market system
- b. a deliberate system
- c. the socialist system
- d. the communist system

1.5 Which of the following is an example of innovation?

- a. Opening a new branch of an existing store
- b. Developing a new product that meets a unique need

- c. Hiring new employees for existing roles
  - d. Reducing the prices of products
- 1.6 Which group factor is most likely to influence a teenager's decision to buy a trendy sneaker brand?
- a. Motivation
  - b. Personality traits
  - c. Reference groups
  - d. Learning ability
- 1.7 The marketing mix does not include:
- a. product
  - b. distribution
  - c. practicality
  - d. promotion
- 1.8 The external environment:
- a. is difficult to separate from the organisation's internal environment
  - b. is that portion of the environment that is controlled by top management
  - c. is the organisation's hierarchical structure
  - d. lies outside of the formal boundaries of an organisation.
- 1.9 Which of the following are not elements of Maslow's Hierarchy of needs?
- a. Esteem needs
  - b. Self actualisation needs
  - c. Psychological needs
  - d. Social needs
- 1.10 The general environment includes all of the following elements except:
- a. legal-political
  - b. economic
  - c. regulatory bodies
  - d. technological.

- 1.11 Which of the following is NOT considered a factor of production?
- Labor
  - Capital
  - Technology
  - Land
- 1.12 Marketers use a set of promotion tools called the promotion mix. One of the main ones is;
- selling
  - invoicing
  - customer service
  - publicity
- 1.13 Which of the following are not elements of Maslow's Hierarchy of needs?
- esteem needs
  - self-actualisation needs
  - psychological needs
  - social needs
- 1.14 Which leadership style is characterized by leaders who delegate authority and allow employees to make decisions?
- Autocratic
  - Transactional
  - Laissez-faire
  - Bureaucratic
- 1.15 A business plan is a plan of action that sets out every imaginable aspect of the planned establishment of the enterprise. This plan should be able to answer the following questions:
- where does the entrepreneur aim to start the business?
  - how does the entrepreneur aim to start the business?
  - why does the entrepreneur believe that the business will be successful?
  - all of the above.
- 1.16 Which ONE of the following is NOT an example of an intangible product?
- veterinarians

- b. lawyers
- c. hairdressing salon
- d. tennis shoes

1.17 The following are principles of recruitment, selection and placement:

- a. any person that knocks on the door for a job should be offered a position
- b. there must be a vacancy before a person can be employed
- c. the applicant should fulfill the requirements for that position
- d. b and c.

1.18 A written acknowledgment of debt specifying the amount, period, interest rate, fees, security and repayment terms is

- a. Bank loan
- b. Factoring
- c. Financial Lease
- d. Debenture.

1.19 Series of equal payments or receipts that occur at evenly spaced intervals, leases and rent payments are examples of:

- a. Present Value
- b. Future value
- c. Multiple cash flows
- d. Annuity

1.20 The following is one of the advantages of franchising

- a. hampers flexibility
- b. expensive
- c. reputation
- d. empty promises

## Question 2

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

[10 marks]

No.	Question
2.1	The profit of a close corporation is not taxed in the hands of its members.
2.2	Abraham Maslow identified five basic human needs as the prime driving force for needs satisfaction and thus human behaviour.
2.3	In free market economic systems decisions as to the allocation of resources are taken by individual producers and consumers.
2.4	Middle management needs more interpersonal skills than lower management
2.5	A sole trader has limited liability and of course legal personality.
2.6	A franchisee has independence to operate his/her store.
2.7	Close Corporation have a maximum of 10 shareholders.
2.8	Management by objectives is a goals setting technique and employees could establish performance targets.
2.9	The legal-political environment is influenced by the variables in the micro environment.
2.10	A partnership benefits from the principle of limited liabilities.
	<b>TOTAL 10marks</b>

## SECTION B

### Question 3

[30 Marks]

- 3.1 A local university student in Windhoek is deciding whether to buy a laptop. Identify three individual factors and two group factors that may influence his/her decision. (5)
- 3.2 Three siblings form *Namib Agri CC*, a business that sells farm equipment. The Namib Agri CC takes out a loan of N\$300,000 from a commercial bank. When the business fails, the bank demands repayment from the siblings personally.
- a) What form of business ownership is Namib Agri CC? (1)
- b) Are the siblings personally liable for the CC's debts? Motivate your answer. (4)
- 3.3 What are the advantages of external recruitment? (2)
- 3.4 What marketing mix would you recommend for a new perfume targeting the luxury end of the cosmetics market? (8)
- 3.5 List five types of Leadership Power. (5)
- 3.6 Porter's Five Forces Framework is an essential tool for understanding the competitive environment of an industry. By analysing the five key forces, companies can develop strategies to gain a competitive advantage and improve their profitability. You are required to draw Michael Porter's five forces model. (5)

**Question 4****[20 Marks]**

4.1 Oshimbingwe Ltd makes vacuum cleaners for a large retail stores. The company sells vacuum cleaners to retail stores for N\$650 per vacuum cleaner and incurs the following costs of manufacture:

- Direct materials – N\$340 per vacuum cleaner
- Direct labour – N\$160 per vacuum cleaner
- Fixed costs are N\$27,000 per year.

**Required:**

(a) How many vacuum cleaners must Oshimbingwe Ltd sell to break even? (5)

4.2 Study the following information of Dholongo Traders & Wibaku Dealers and answers the questions that follow.

	<b>Dholongo Traders</b>	<b>Wibaku Dealers</b>
Sales	400 000	600 000
Less Cost of Sales	150 000	100 000
<b>Gross profit</b>	<b>250 000</b>	<b>500 000</b>
Other come	50 000	80 000
Less: Expenses	100 000	180 000
<b>Net Profit</b>	<b>200 000</b>	<b>400 000</b>
Less Tax	20 000	40 000
<b>Net Profit after tax</b>	<b>180 000</b>	<b>360 000</b>

- a) Gross profit margin for both businesses (3)
- b) Net profit ratio for both businesses (3)

4.3 You would like to buy a new car 5 years from now for N\$300,000. Assuming a 6% interest rate compounded quarterly, how much should you invest today to yield N\$300,000 in 5 years? (9)

**END OF EXAMINATION PAPER**