



ΠΑΜΙΒΙΑ UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING (TVET)

QUALIFICATION: MUST BRIDGING PROGRAMME - TVET AGRICULTURE STREAM	
QUALIFICATION CODE: 04NBTA	LEVEL: 4
COURSE CODE: FOB412S	COURSE NAME: FUNDAMENTALS OF AGRIBUSINESS MANAGEMENT
SESSION: DECEMBER 2025	PAPER: 2
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	MS. E MATALI
MODERATOR:	MS. MARTHA L. GORASES

INSTRUCTIONS
<ol style="list-style-type: none">1. The paper has 3 SECTIONS (A, B and C).2. All written work MUST be done in blue or black ink.3. Show all your work clearly and neatly.4. Each section must start on a new page.
PERMISSIBLE MATERIALS: 1. Non-Programmable Calculator without the cover

THIS QUESTION PAPER CONSISTS OF 4 PAGES (Including this front page)

SECTION A

QUESTION 1

[10 marks]

1.1. Briefly define each of the following terms.

- a) Planning (2 Marks)
- b) Organising (2 Marks)
- c) Controlling (2 Marks)
- d) Leadership (2 Marks)
- e) Motivation (2 Marks)

SECTION B

QUESTION 2

[10 marks]

2.1. Match the terms in **Column A** with the correct descriptions in **Column B**. (2 marks each)

Column A	Column B
1. SWOT Analysis	a) Tracking income and expenses for budgeting and forecasting
2. Financial Records	b) Leadership style that inspires and motivates extraordinary outcomes
3. Transformational Leadership	c) Tool to identify strengths, weaknesses, opportunities, and threats
4. Income Statement	d) Report showing revenues and expenses over a period
5. Market Innovation	e) Expanding into new customer groups or markets

SECTION C (SHORT ANSWER QUESTIONS)

QUESTION 3

[30 marks]

- 3.1. State four characteristics of successful entrepreneurs. (8 Marks)
- 3.2. Explain three key functions of Human Resource Management (HRM) in agribusiness. (9 Marks)
- 3.3. List three challenges entrepreneurs face and provide one solution for each. (6 Marks)
- 3.4. Why are employee trainings and developments important in agribusiness? (5 Marks)

(LONG ANSWER QUESTIONS)

QUESTION 4

[50 marks]

- 4.1. Below is the financial information for Greenfield Farms for the year ending December 31, 2025. Prepare a Balance Sheet for Greenfield Farms for the year ending, 2025. (20 Marks)

- 4.1.1. Prepare the Balance Sheet for Greenfield Farms as of December 31, 2025.

(20 Marks)

• Revenue from sales: N\$ 450, 000	• Land and buildings (fixed assets): N\$ 500,000
• Cost of goods sold (COGS): N\$ 280, 000	• Cash received from bank loan: N\$ 50,000
• Operating expenses: N\$ 50, 000	• Inventory: N\$ 25,000
• Interest expense: N\$ 15, 000	• Accounts payable (current liabilities): N\$ 40,000
• Taxes paid: N\$ 10, 000	• Accounts receivable (current assets): N\$ 60,000
• Beginning cash balance: N\$ 20, 000	• Cash at hand (end of period): N\$ 75,000
• Capital expenditure on new machinery: N\$ 30, 000	• Livestock: N\$ 150,000
• Debts (liabilities): N\$ 100, 000	• Land and buildings (fixed assets): N\$ 500,000

4.2. Case Study

(30 Marks)

GreenGrow Horticulture is a small agribusiness that has recently introduced organic vegetable farming. The manager wants to expand production but faces difficulty in finding skilled workers. Employees are also complaining about unsafe handling of chemicals.

Answer the following questions based on the case study:

4.2.1 Identify the type of entrepreneurship GreenGrow represents. (2 Marks)

4.2.2 Suggest two HRM practices that could help attract and retain skilled workers.

(6 Marks)

4.2.3 Mention two safety protocols GreenGrow should implement for handling chemicals.

(6 Marks)

4.2.4 Identify three risks faced by GreenGrow and suggest one solution for each. (12 Marks)

4.2.5 Explain two ways in which good HRM can support the long-term sustainability of GreenGrow. (4 Marks)

END OF PAPER [100]