



**ΠΑΜΙΒΙΑ  
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: DECEMBER 2025</b>	<b>PAPER: PAPER 1</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>SECOND 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

[20 x 2 = 40 Marks]

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

e.g. (1.1 C ; 1.2 C)

- 1.1 Which one of the following statements about strategic goals is incorrect?
- Middle managers are responsible for formatting strategic goals that apply to the organisation as a whole over the medium term.
  - Strategic goals include a vision, a mission statement and long-term goals.
  - Long-term strategic goals are derived from the organizational mission statement.
  - Strategic goals should be clear, since tactical goals derive from them.
- 1.2 Which of the following ratios indicates the relationship between debt and equity.
- Debt ratio
  - Liquidity ratio
  - Gearing ratio
  - Current ratio
- 1.3 Jane Supermarket buy toys from Boomerang toy manufacturer and sell them especially to people with toddlers. Jane Supermarket is part of which market?
- Institutional markets
  - Government markets
  - Reseller markets
  - Industrial markets
- 1.4 There are several economic systems in the world. The country of Utopia allows and encourages all members of the community to possess houses and to earn profits on them by renting the houses out to overseas tourists. Clothing and food are allocated based on free-market demand and are not controlled by the government. All residents of Utopia are allowed to choose which careers they want to follow. Indicate which economic system Utopia uses:
- Market or free-market.
  - Command
  - Socialist
  - Communist

- 1.5 Which one of the following is an example of the functions of the human resource manager?
- Human resource planning
  - Provide the advice of an advocate for marriage issues to employees
  - Dealing with the costs of production processes
  - Finding financial resources
- 1.6 Small and medium enterprises are defined according to the following, except \_\_\_\_\_ .
- Number of full time employees
  - Sales turnover
  - Profit margin
  - Number of branches or units
- 1.7 The following is one of the advantages of franchising
- hampers flexibility
  - expensive
  - reputation
  - empty promises
- 1.8 A business plan is a document which should answer some or all of the following
- where the entrepreneur intends to start the business
  - when the entrepreneur intends to start the business
  - none of the above
  - all of the above
- 1.9 The different phases in the economic cycles are referred to be:
- Preparatory, Recession and Respiratory
  - Prosper, Recession and Recover
  - Prosperity, Recession and Recovery
  - None of the above
- 1.10 The process of money being made off an investment and reinvested to make even more money than your initial investment is known as

- a. Discounting
  - b. Depreciation
  - c. Compounding
  - d. Retained earnings
- 1.11 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
- 1.12 Which statement is true?
- a. Organisations need managers more than leaders.
  - b. Leadership is one of the four management tasks/activities.
  - c. All managers are leaders and all leaders are managers.
  - d. Managers and leaders do not have the same sources of power.
- 1.13 The Social-Cultural Environment forces that impact a business organisation depend on the \_\_\_\_\_ of the area in which a business operates.
- a. Geodemographics
  - b. Demographics
  - c. Geographic
  - d. All of the above
- 1.14 The process whereby new employees are informed, among other things, of the business's policy, procedures, remuneration and incentive schemes is referred to as .....
- a. employment
  - b. induction
  - c. development
  - d. training
- 1.15 Which of the following definition can be ascribed to a public company
- a. it must have at least 2 - 50 shareholders
  - b. an enterprise not allowed by law to publish financial statements

- c. all of the above
  - d. none of the above
- 1.16 The cost that vary with the level of production is.....
- a. Semi Variable costs
  - b. Semi fixed costs
  - c. Direct costs
  - d. Variable costs.
- 1.17 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
- 1.18 The following are examples of staple products, except;
- a. maize
  - b. bread
  - c. chocolate
  - d. milk
- 1.19 Which of the following are sources or recruitment?
- a. former employees
  - b. employment agencies
  - c. business or trade schools or colleges
  - d. a, b and c.
- 1.20 The correct order of Maslow's Hierarchy of needs theory is...(starting with the needs that must be satisfied first)
- a. Security, Esteem, Physiological, Social, Self-actualisation
  - b. Esteem, Security, Physiological, Social, Self-actualisation
  - c. Physiological, Security, Esteem, Social, Self-actualisation
  - d. Physiological, Security, Social, Esteem, Self-actualisation

**Question 2****[10 marks]**

Indicate whether the following statements are True or False in the examination booklet provided.  
e.g. 2.1 True

<b>Which of the following statements are true or false?</b>	
2.1	A franchise is a new business start-up of which the business concept is to be proven
2.2	In a command economy, the Government makes all decisions regarding what to produce.
2.3	Electronic Solutions Ltd is a public owned company.
2.4	Delegation refers to the process of assigning responsibility and authority for achieving organisational goals.
2.5	Academic qualification requirements for a vacancy are classified under job specifications.
2.6	Conceptual skills are also called human relationship skills and refers to the ability to work with people.
2.7	Businesses need leaders only not managers.
2.8	'Our goal is to increase our market share'. This goal is in line with the SMART framework.
2.9	A franchisee has independence to operate his/her store.
2.10	The government does not in any way intervene in all three economic systems.

## SECTION B

### Question 3

[36 Marks]

- 3.1 Mary and Peter are friends who start a landscaping business called *GreenWorld*. They agree to share profits and losses equally. The business signs a two-year contract with a Windhoek estate developer worth N\$500,000. After six months, Peter decides to quit, leaving Mary to run the business alone. The developer insists that GreenWorld must still honour the contract.
- a) What form of ownership is *GreenWorld*? (2)
  - b) Does the form of ownership identified in (a) has a separate legal personality? (2)
  - c) Can the developer enforce the contract against Mary and Peter? Motivate your answer. (3)
- 3.2 Discuss the role of individual factors in influencing consumer behaviour. Provide suitable examples. (8)
- 3.3 To improve the chances of successfully achieving goals, managers should ensure that goals are not ambiguous. What are the five criteria for effective goals setting? (5)
- 3.4 Market research provide critical information about the business' market. Outline the five major steps to be followed in conducting marketing research. (10)
- 3.5 Leadership is an important management function that helps to direct an organisation's resources for improved efficiency and the achievement of goals. Discuss any three components of leadership (6)

**Question 4****[14 Marks]**

Carwyn Coats Ltd manufacture waxed jackets in a small factory on the outskirts of Cardiff. Their sole customer is a major Namibian chain store, which purchases 1,000 jackets each month. The factory's capacity is 1,250 per month. The company charges the chain store N\$80 per jacket.

Fixed costs per month are:

rent	N\$4, 800
rates	N\$3, 600
salaries	N\$9 ,600
<b>Total</b>	

The manufacture of each jacket costs

materials	N\$24.00
labour	N\$26.00
<b>Total</b>	

- 3.1 What is the break-even output in units? (5)
- 3.2 If you deposit N\$50,000 in an account that pays an annual interest rate of 10% compounded monthly, what will your account balance be in 10 years? (9)

**END OF QUESTION PAPER**