



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

Faculty of Management

Department of Management

QUALIFICATION: Bachelor of Office Management and Technology	
QUALIFICATION CODE: 07BOMT	LEVEL: 7
COURSE: Administrative Management B	COURSE CODE: ADM720S
DATE: January 2020	SESSION: 1
DURATION: 3 Hours	MARKS: 100

SECOND OPPORTUNITY/SUPPLEMENTARY EXAMINATION QUESTION PAPER	
EXAMINER(S)	DDJ Fredericks
MODERATOR:	Mr EA Zealand

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

INSTRUCTIONS

1. You have to answer ALL four (4) questions.
2. Read all the questions carefully before answering.
3. Please number your answers clearly.
4. Make sure your student number appears on the answering script.

PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

QUESTION 1

- 1.1 People sometimes confusing leadership with management. Distinguish between management and leadership? (4)
- 1.2 Women bring a different leadership style to organizations. They tend to engage in leadership behaviour that can be called 'interactive'. Explain the focus of an 'Interactive Leader" (4)
- 1.3 Leadership is one of the most controversial and researched subjects in management. Elaborate on the importance of leadership in the organization. (6)
- 1.4 Political behaviour in organisations is a factor that can either **strengthen** or **neutralise** the influence of leaders and such should be managed constructively. Construct guidelines to managers on how they should handle political behaviour in the organisation so that it can be use constructively in the leadership process. (6)
- 1.5 A well-known situational leadership model is that of Hersey and Blanchard. **Define** situational leadership, and **defend** this leadership style (5)
[25]

QUESTION 2

- 2.1 Explain why people join groups in the workplace. (6)
- 2.2 Give a **brief** description of work teams and **indicate** the critical situations when they should be used to utilize their **strengths** and **opportunities** they offer. (8)
- 2.3 Your manager, Jane, is a very goal-orientated person who puts reaching targets first. She discourages employees chatting (informal communication) in the canteen (office kitchen), and encourages staff to chat after leaving the company premises. **Defend** or **criticize** her stance, clearly elaborating on two (2) benefits of informal communication, as well as two downsides of such. (8)
- 2.4 List three (3) techniques to help management to overcome communication barriers.(3)
[25]

QUESTION 3

- 3.1 Control is the final step in the management process and is an important link in the cycle of the process.
- 3.1.1 Define the concept Control. (2)
- 3.1.2 List the four (4) steps of the control process. (4)
- 3.1.3 Explain the purpose of post-action control. (2)
- 3.2 **Define** negotiation and critically **discuss** the steps of the negotiation process. (10)
- 3.3 The supervisor can make a significant impact on how ethically his or her subordinates behave. What can organisations do to ensure ethical decision making? (4)
- 3.4 Explain the concept Corporate Social Responsibility (3)
- [25]

QUESTION 4

Read the passage below and answer the questions that follow.

Businessman Graham Nowaseb, owner and founder of Prestige Clothing in Prosperita, Windhoek, worked his way up through the ranks the hard way. He started as a packer and today heads one of the country's most successful clothing companies. Founded in 1989, Prestige originally employed six people. It now employs 427 and five of the original six are still with the firm. In an industry that has shed 62 000 jobs in the past three years, Prestige has not yet had to retrench anyone. It is also completely and voluntarily not unionised, though not through lack of trying of the unions.

'One of the main reasons for our success is our people,' says Nawaseb. 'Many companies think success is based on technology, machinery and innovation, but in such a labour intensive industry where so many different cultures are represented, you've got to understand your workforce. I don't own Prestige; the 427 people who work here every day own the company and everyone who works here believe that.

Prestige is a democratic organisation with a basic philosophy: employees share everything, from knowledge and ideas to productivity gains. The key to its success is a highly effective human resource strategy developed around the needs of workers.

'At the heart of most clothing workers in the Khomas Region is the desire to have their contribution acknowledge by management - and, then from time to time, for management to use the company's resources to take care of them because, in times of trouble, often the only one they can turn to is the company', says Nawaseb.

Prestige has introduced a new employee benefit every year since its inception and it now offers 19 benefits, worth N\$100-N\$150/month per employee. The school fees and uniform

costs of all workers' children are subsidised. Workers can select a new item of furniture from a selected supplier and pay it off through weekly wage deductions. Prestige pays the full amount to the store upfront so that workers avoid heavy interest charges.

The firm emphasises adult basic education: 12 per cent of the workforce are attending programmes to upgrade their literacy, numeric and language skills. Prestige also produces more than 90 learnerships a year and has so far employed every graduate of the programme. Teams responsible for their own performance have replaced line-based operational systems. Workers earn standard wages, in addition to which they receive a large part of productivity gains. 'Last year, thanks to productivity gains, we were able to reduce prices to Foschini's intimate-wear division while still giving our workers in this division a raise,' says Nawaseb. 'It created goodwill between us and the retailer at a time when its division was struggling.'

(Source: Smit, et.al (2011). Management Principles. Juta.

QUESTIONS

- 4.1 **Define** motivation and **list** the elements of the motivation process. (5)
- 4.2 As you join Prestige Clothing after your studies, which of Maslow's category of needs will be immediately applicable to you? Motivate. (2)
- 4.3 Briefly describe the expectancy theory of motivation and use examples from the case study to apply theory to practice. (8)
- 4.4 Briefly discuss the management application regarding the expectancy theory. (6)
- 4.5 Name two reasons for the success of Prestige Clothing. (4)

[25]

TOTAL: 100