



PAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF MANAGEMENT

QUALIFICATION: MASTER OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 09MHRM	LEVEL: 9
COURSE CODE: MAL811S	COURSE NAME: MANAGEMENT & LEADERSHIP
SESSION: JUNE 2022	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION PAPER	
EXAMINER(S)	Dr. Michael Ochurub Dr. Moses Waiganjo
MODERATOR:	Mr Mattie Otto

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer all questions.2. Read all the questions carefully before answering.3. Marks for each questions are indicated at the end of each question.4. Please ensure that your writing is legible, neat and presentable.

PERMISSIBLE MATERIALS

1. Examination paper.

THIS QUESTION PAPER CONSISTS OF 3 PAGES (Including this front page)

QUESTION 1

- 1.1 According to John Maxwell, the measure of true leadership is influence. Having examined this statement, critically analyse the factors that come into play in this true leadership. (14)
- 1.2 For a good leadership and effective management of the organisation, the balance between leadership components should be maintained. Having analysed this statement, evaluate and describe how balance could be maintained through application of these components of leadership. (10)
- 1.3 As an expert in management and leadership components, discuss critically what you would advise the top management of TransNamib Holdings Ltd on how to strengthen their leading practices and behaviours in their daily work to achieve expected results. Furthermore, explain how you would convince them on what positive outcomes the improved practices and behaviours would have for TransNamib Holdings Ltd. (16)

[40]

QUESTION 2

- 2.1 According to Hughes, Ginnett and Curphy (2015), leaders face dilemmas that require choices between competing sets of values and priorities, and the best leaders recognise and face them with a commitment to doing what is right, not just what is expedient. Having examined this statement, analyse the concept of values and describe how the leaders can use moral reasoning to make decisions about ethical and unethical behaviours. (10)

- 2.2 There is an ongoing debate among the psychologists, who tried to determine the structure of intelligence, whether intelligence is the unitary ability or whether it involves a collection of related mental abilities. Having examined this statement, describe the view of the Triarchic Theory of Intelligence on this debate and what implications it has for the leadership. (15)

[25]

QUESTION 3

- 3.1 Analyse the concept of motivation and discuss critically how a leader can design and implement an operant system for improving follower motivation and performance levels. (10)
- 3.2 Some leadership researchers emphasized the importance of the situation in the leadership process, as it determines who emerges as a leader. However, there are some theories exploring how the situational factors affect leaders' behaviours. Having analysed this statement, compare and discussed these situational factors from the perspective of Role Theory and Multiple- Influence Model of Hunt and Osborn. (10)
- 3.2 Distinguish between five (5) well-known contingency theories of leadership, with specific focus on their most significant implications for leadership. (15)

[35]



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