



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES

QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT	
QUALIFICATION CODE: 07BHRM	LEVEL: 8
COURSE CODE: MAL811S	COURSE NAME: MANAGEMENT AND LEADERSHIP
SESSION: JUNE 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION PAPER	
EXAMINER(S)	Ms Elaine January-Enkali
MODERATOR:	Mr. Mattie Otto

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions2. Write/type clearly and neatly3. Number the answers clearly.

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

SECTION A

QUESTION 1 - CASE SCENARIOS (20 MARKS)

Case Study: The Crisis at TechCo

Background: TechCo in Ondangwa, is a mid-sized technology company that faced a sudden crisis when a significant product flaw was discovered just weeks before a major product launch. The defect had the potential to damage the company's reputation and financial standing.

Situation: As the news spread, employees were anxious about their jobs, clients were irate, and stakeholders were demanding immediate action. The CEO, Sarah, recognized that how she led during this crisis would significantly impact the company's recovery and morale.

Questions and Answers:

1. What leadership style can Sarah adopt in response to the crisis, and why? (4)
2. How will the environment of uncertainty affect Sarah's decision-making? (4)
3. In what ways will the situation impact the communication strategy of leadership? (4)
4. What actions can Sarah take to foster a culture of resilience among her team? (4)
5. What can be learned from Sarah's approach to leadership in crisis situations? (4)

SECTION B

QUESTION 2 - STRUCTURED QUESTIONS (80 MARKS)

2.1 Explain the importance of the four (4) functions of management in the day-to-day operations of a company.

(12)

2.2 Explain any five (5) contemporary challenges to management that are the most critical in your organisation specifically, or in Namibian organisations in general. You may use your own examples

(10)

2.3 Various management and leadership scholars have developed models such as Leadership / Management Grids to illustrate the behavioural patterns of leaders. Provide the graphical illustration of the Blake and Mouton leadership grid. (You should draw the graph) (15)

2.4 Discuss in detail the different work- based learning methods that organisations can implement as part of LMD. (11)

2.5 Explain the following aspects regarding employee engagement:

- a) The components of engagement (6)
- b) The different facets of engagement (6)

2.6 Discuss, with relevant examples, any six (6) types of influencing tactics that can be used by leaders

(12)

2.7 Explain, in detail, the concept of Moral Potency (8)

THE END - GOOD LUCK!!!!!!!