



**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: JULY 2025	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND 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 (22 MARKS)

Case Study: Engaging Employees at Windhoek Tech Innovations Inc.

Background: Windhoek Tech Innovations Inc. is a mid-sized software development company that has been facing challenges with employee engagement over the past year. Many employees reported feeling disconnected from their work and the company's goals. The leadership team decided to implement strategies to boost engagement.

Strategies Implemented:

Regular Communication:

- Leaders scheduled bi-weekly town hall meetings to update employees on company progress and gather feedback.

Employee Recognition Program:

- A peer-to-peer recognition platform was introduced, allowing employees to acknowledge each other's contributions publicly.

Professional Development:

- Leaders established a mentorship program and offered resources for skill development, including workshops and online courses.

Flexible Work Arrangements:

- The leadership encouraged flexible working hours and remote work options, focusing on results rather than clocked hours.

Team Building Activities:

- The company organized quarterly team-building events to foster relationships among employees and break down silos.

Questions & Answers

1.1 Discuss some reasons why employees may experience low engagement levels? (5)

1.2 How can regular communication impact engagement? (4)

1.3 What role can employee recognition program play in engagement levels? (4)

1.4 How can professional development efforts contribute to employee engagement? (4)

1.5 What will be the outcome of the team-building activities? (5)

SECTION B

QUESTION 2 - STRUCTURED QUESTIONS (78 MARKS)

2.1 Explain how you, as a leader/manager would address the following five contemporary challenges of management in your organisation (10)

- Globalisation
- Cultural diversity
- Ethics
- Change
- Technology

2.2 Discuss, with relevant examples, the different types of leadership power used in your organisation (10)

2.3 Summarize, with relevant examples any five (5) off – the job leadership and management development (LMD) programmes. (10)

2.4 Discuss the characteristics of leaders that is high in need of power (6)

2.5 People use mental gymnastics to dissociate their moral thinking from their actions: Discuss these different mental gymnastics in detail (16)

2.6 Discuss with examples, the following aspects of moral potency:

- a) Moral ownership (2)
- b) Moral courage (2)
- c) Moral efficacy (2)

2.7 There are four (4) biases that can have a pervasive & corrosive (damaging) effect on our moral decision making. Discuss with relevant examples, these biases in detail. (8)

2.8 Discuss the two models of Emotional Intelligence (12)

THE END