



**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 2024	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY QUESTION PAPER	
EXAMINER(S)	Ms Elaine January-Enkali
MODERATOR:	Mr Matti 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 1

QUESTION 1 - CASE STUDY (18 MARKS)

FROM COLLEAGUE TO LEADER

Hertha Shikongo, Rob Beukes, and Linda Eises have something in common. They all were promoted within their organizations into management positions. And each found the transition a challenge.

Hertha Shikongo was promoted to director of catering for the Glazier Group of restaurants in Windhoek. With the promotion, she realized that things would never be the same again. No longer would she be able to participate in water-cooler gossip or shrug off an employee's chronic lateness. She says she found her new role to be daunting. "At first I was like a bulldozer knocking everyone over, and that was not well received. I was saying, 'It's my way or the highway.' And was forgetting that my friends were also in transition." She admits that this style alienated just about everyone with whom she worked.

Rob Beukes, a technical manager at Telecom, talks about the uncertainty he felt after being promoted to a manager from a junior programmer. "It was a little bit challenging to be suddenly giving directives to peers, when just the day before you were one of them. You try to be careful not to offend anyone. It's strange walking into a room and the whole conversation changes. People don't want to be as open with you when you become the boss."

Linda Eises now CEO of Medex Insurance Services in Windhoek. She started as a customer service representative with the company, then leapfrogged over colleagues in a series of promotions. Her fast rise created problems. Colleagues "would say, 'Oh, here comes the big cheese now.' God only knows what they talked about behind my back."

Questions

1. A lot of new managers struggle to select the right leadership style when they move into management. Why do you think this happens? (5)
2. What does this say about leadership and leadership training? (3)
3. Which leadership theories, if any, could help new leaders deal with this transition? (5)
4. Do you think it's easier or harder to be promoted internally into a formal leadership position than to come into it as an outsider? Explain. (5)

SECTION B

QUESTION 2 -STRUCTURED QUESTION (82 MARKS)

- 2.1 Explain the following contemporary approaches to management. (10)
- a) Quantitative management
 - b) Organisational Behaviour
 - c) Systems theory
 - d) Contingency theory
- 2.2 Explain, with relevant examples, five (5) types of influencing tactics that can be used by leaders (10)
- 2.3 Research has identified 4(four) particular biases that can have a pervasive & corrosive (damaging) effect on our moral decision-making. Discuss these biases in detail. (8)
- 2.4 A related aspect of ethical conduct involves mental gymnastics by which people can dissociate their moral thinking from their actions. Discuss these different types of mental gymnastics in detail. (14)
- 2.5 Explain the OCEAN model of personality. (10)
- 2.6 Summarise the concept of servant leadership, (12)
- 2.7 Explain how a leader can design and implement an operant system for improving follower motivation & performance levels. (6)
- 2.8 GLOBE researchers identified six (6) dimensions applicable for assessing culturally endorsed implicit theories of leadership (CLT) Discuss these dimensions in detail. (12)

GOOD LUCK!!