



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

FIRST OPPORTUNITY EXAMINATION PAPER	
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MODERATOR:	Mr. Matti Otto

INSTRUCTIONS
1. Answer ALL the questions 2. Write/type clearly and neatly 3. Number the answers clearly.

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

SECTION A

QUESTION 1 - CASE SCENARIOS (19 MARKS)

Scenario 1 – Anna

Anna is the manager of a corporate unit in Ondangwa. She is available in her office at any time and always visits her co-worker's offices to get their views and progress on assigned projects. When a decision needs to be made, she makes it as swiftly as possible. She is tough and demanding but also fair and enthusiastic. She expects the same from her team. Anna sets high goals but provides all the necessary tools to her subordinates, to achieve those goals.

1. Describe the style of leadership that Anna display. (3)
2. What is the likely impact of Anna's style of leadership on:
 - a) Her coworkers? (3)
 - b) Company productivity? (4)

Scenario 2 – Lukas

Just like Anna, Lukas is the manager of a large corporate unit in Windhoek. He is committed to carry out the goals of the company in the most efficient way possible. He is a "hands-on" type of person and makes it clear that good performance will lead to team rewards while poor performance will lead to punishment. Lukas has established a very clear chain of command so that team members always know what is expected from them.

- 3 Describe the style of leadership that Lukas display? (3)
- 4 What is the likely impact of his style of leadership on :
 - a) His coworkers? (3)
 - b) Company productivity? (3)

SECTION B

QUESTION 2 - STRUCTURED QUESTIONS (81 MARKS)

2.1 Describe the different types of managerial skills and competencies required from managers. Which one is most needed to be a successful 21st-century manager? Motivate your answer. (12)

2.2 How management is practiced, is continuously being challenged by developments in the world and in the immediate environment in which organisations operate. Give an overview of these challenges. (12)

2.3 Compare and contrast between behavioral and contingency theories of leadership (8)

2.4 Discuss, with relevant examples, the different types of leadership power. (10)

2.5 Discuss work engagement under the following aspects:

a) Contrast between job engagement and organisational engagement (4)

b) Explain the different components of job engagement (6)

2.6 Leadership and Management Development (LMD) should be organisation-based with a clear strategic focus. Discuss the different work-based learning methods that can be incorporated in such a plan. (10)

2.7 Discuss the four (4) ethical dilemmas that is most common to our own experiences, as researched by R. Kidder. (8)

2.8 Intelligence and leadership effectiveness are related, but there is an ongoing debate about the nature of intelligence. With this in mind, discuss the triarchic theory of intelligence as proposed by Sternberg (6)

2.9 Explain the implications of emotional intelligence (EQ) for leadership. (5)