



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

FIRST 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 Hughes, Ginnett and Curphy (2015) argue that leadership is a process and not a position because it involves something happening as a result of the interaction between a leader and followers. Having examined this statement, illustrate your understanding of the concept leadership and how a leader could engage dynamically in leadership practices. (15)
- 1.2 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 management 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. (15)

[30]

QUESTION 2

- 2.1 As an HR Practitioner, you are instructed to provide some advice on how employee engagement, job engagement and organisational engagement could be enhanced within the organisation to improve organisational effectiveness. Having analysed this statement, describe critically, what steps should be taken to enhance the latter as a basis of your advice. (10)
- 2.2 Power is a function of a leader, the followers and the situation. Would you agree or disagree with this statement? Motivate your answer briefly and illustrate it with relevant examples. (10)
- 2.3 Critically analyse and describe the methods used by people to minimize personal moral responsibility and behavior in a self-protective way. Bandura described it as methods as

mental gymnastics used by people to dissociate their moral thinking from their actions. (8)

2.4 Ethical climates refer to those in which ethical standards and norms have been consistently, clearly, and pervasively communicated throughout the organization and embraced and enforced by organisational leaders in both word and example (Hughes, Ginnett & Curphy, 2015). Having analysed this statement, describe how you would create and sustain ethical climate as well as the role of principle-centred leadership as part of the process. (12)

[40]

QUESTION 3

3.1 The most fundamental level of the situation involves the tasks to be performed by individuals or teams within the organisation. Having assessed this statement, describe how tasks vary and what importance and relevance it has to leadership. (8)

3.2 Discuss briefly whether and/or how situation can affect leadership behaviour and what is meant by situational engineering. (12)

3.3 Distinguish between five (5) well-known contingency theories of leadership, with specific focus on their most significant implications for leadership. (10)

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