



**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 2023	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION PAPER	
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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 1 (CASE STUDY)

Brooks Technologies (28 marks)

You are the newly appointed human resources director of Brooks Technologies, a middle-sized organisation that employs approximately 500 employees. In the last couple of years, the organisation has grown rapidly. This rapid growth has resulted from the introduction of new technology that has enabled the organisation to increase its production by 30 per cent. The management team is currently investigating opportunities to export its products to China, Indonesia and Italy.

However, the increase in production resulting from better technology has resulted in a lack of quality in some of the product streams. The company employs quality controllers whose task it is to check the quality at the end of the production process (post-process control). Ideally, quality should be checked during the process by employees and supervisors who are well trained in quality specifications.

One of the areas in which the company has achieved is employment equity. The management and the supervisory team, as well as the employee corps, are all representative of the population. However, at this stage, there is no indication that employment equity is benefiting the organisation, as there is little interaction between employees from different cultural groups, and there is ongoing conflict owing to different values, beliefs, behaviours and opinions.

The company is following a relatively traditional management approach based on providing employees with clear goals, instructions and information. Although employees receive adequate training in how to carry out instructions, they often do not understand the rationale behind the instructions. In addition, little provision has been made for upward communication between employees and managers. Status differences between management and employees are reflected in huge differences in salaries/wages and benefits, access to information, decision-making prerogatives, and even dress code and parking allocation.

Question 1.

- 1.1 Comment on the shortcomings in the current management style followed and indicate what competencies are needed by managers to become more effective. (13)
- 1.2 Explain the concept 'engagement'. What barriers to engagement exist in the above organisation? (5)
- 1.3 What kind of challenges are managers faced with when they work in a global environment? (10)

SECTION 2

Question 2 - Structured questions (72 marks)

- 2.1 Compare and contrast the contributions and limitations of administrative management and human relations. (12)
- 2.2 Explain the different power tactics which leaders often make use of. (18)
- 2.3 Compare and contrast authentic leadership and servant leadership. (24)
- 2.4 Previous studies provide overwhelming support for the idea that that leadership effectiveness is positively correlated with analytical intelligence. With this in mind, discuss the triarchic theory of intelligence. (10)
- 2.5 Several theories are developed addressing how situational factors influence leadership behaviour. Discuss the role theory in this regard. (8)

GOOD LUCK!!!