



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION**

**DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES**

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| <b>QUALIFICATION: BACHELOR OF HUMAN RESOURCES MANAGEMENT</b> |   |
| <b>QUALIFICATION CODE: 07BHRM</b>                            | <b>LEVEL: 8</b>                               |
| <b>COURSE CODE: MAL811S</b>                                  | <b>COURSE NAME: MANAGEMENT AND LEADERSHIP</b> |
| <b>SESSION: JUNE 2023</b>                                    | <b>PAPER: THEORY</b>                          |
| <b>DURATION: 3 HOURS</b>                                     | <b>MARKS: 100</b>                             |

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| <b>SECOND OPPORTUNITY QUESTION PAPER</b> |                       |
| <b>EXAMINER(S)</b>                       | Elaine January-Enkali |
| <b>MODERATOR:</b>                        | Mr Matti Otto         |

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| <b>INSTRUCTIONS</b>  |
| 1. Answer <b>ALL</b> the questions<br>2. Write/type clearly and neatly<br>3. Number the answers clearly. |

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

## **SECTION 1**

### **QUESTION 1**

CASE STUDY (31 MARKS)

#### Scenario 1

George is the manager of a corporate unit with a lot of new and inexperienced employees. He is a very nice, good-natured man whom most co-workers like and get along with easily. He gives everyone lots of responsibilities and expects them to carry out tasks without bothering him. He can be hard to find when needed to take a decision and, in fact, tends to put his own decision off until the last moment.

- a) What leadership style does George display? (3)
- b) What is the likely impact of George's style on his co-workers? (3)
- c) What is the likely impact George's style on company productivity? (3)

#### Scenario 2

Ann is also the manager of a corporate unit. She is available in her office at any time and, in fact, makes it a point to visit co-workers to find out what they think about assigned projects. When a decision needs to be made, she makes it quickly. She is tough and demanding but fair and enthusiastic and expects her team to be the same. She sets high goals but gives you every tool needed to achieve those goals.

- a) What leadership style does Ann display? (3)
- b) What is the likely impact of Ann's style on her co-workers? (3)
- c) What is the likely impact Ann's style on company productivity? (4)

#### Scenario 3

Like George and Ann, Chris is the manager of a corporate unit. He is committed to carry out the goals and objectives 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 bring team members rewards while poor performance will send a below-par team member out the in short order. Chris has established a very clear chain of command.

- a) What leadership style does Chris display? (4)
- b) What is the likely impact of Chris' style on his co-workers? (4)
- c) What is the likely impact Chris' style on company productivity? (4)

## **SECTION 2**

### **STRUCTURED QUESTIONS (69 MARKS )**

- 2.1 Discuss the roles /behaviour of a manager under the interpersonal, informational and decisional categories. (10)
- 2.2 Compare and contrast between the following types of leadership:
- Transactional leadership (8)
  - Charismatic leadership (8)
  - Transformational leadership (6)
- 2.3 What should managers do in order to become a manager that leads. (10)
- 2.4 Explain in detail the concept of mental gymnastics. Apply relevant examples (20)
- 2.5 How can a leader design and implement an operant system for improving follower motivation and performance levels? (7)

**THE END**