



**REFORMED CHURCH UNIVERSITY**

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**FACULTY OF COMMERCE**

**BACHELOR OF COMMERCE HONOURS DEGREE IN  
HUMAN RESOURCES, INDUSTRIAL & LABOUR  
RELATIONS MANAGEMENT**

**LEADERSHIP & ETHICS**

**HHRM 423**

**PART 4 SEMESTER 1**

**Total Marks [100]**

DATE: DECEMBER 2024

Time: 3 Hours

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**INSTRUCTIONS**

1. This paper has *six (6)* questions
2. Answer question *one (1)* and *any* other **three (3)**
3. Each question carries *25 marks*
4. Start each question on a new page

1. If you were to be appointed to the helm of a huge but declining organisation, examine three leadership styles you would adopt to turn around the organisation. (25 marks)
2. a) Analyse any 5 characteristics of Theory X manager. (15 marks)  
b) Explain how you would manage the X theory manager. (10 marks)
3. Citing relevant examples, discuss the need for organisations to implement ethics. (25 marks)
4. Analyse the applicability of Hersey and Blanchard Situational Theory to organizational leadership. (25 marks)
5. Explain the following terms as they relate to leadership and ethics:
  - i. Values (5 marks)
  - ii. Virtues (5 marks)
  - iii. Reputation (5 marks)
  - iv. Fairness (5 marks)
  - v. Transparency (5 marks)
6. Citing relevant examples, explain how business leaders use motivation to improve ethical job performance. (25 marks)

**END OF PAPER**