



COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

NPPG 505: LEADERSHIP AND PUBLIC POLICY

END OF SECOND SEMESTER EXAMINATION

APRIL 2022

LECTURER: DR TAWANDA NYIKADZINO

TIME: 3 HOURS

INSTRUCTIONS

1. This paper contains **five** questions.
2. Answer **three** questions.
3. Answer question **1** in section A and any other **2** questions from section B.
4. Start each question on a new page.

SECTION A (COMPULSORY)

1. The contingency and situational leadership theories are complementary and mutually reinforcing in making strategic interventions that would enable public organisations to muddle through difficult situations. Discuss, highlighting how the two theories can be applied in making strategic leadership decisions. **[40 marks]**

SECTION B

2. With the aid of illustrative examples, demonstrate how you would apply Hill's Leadership Model to improve team performance. **[30 marks]**
3. a) Define resilience and highlight the central tenets of a resilient leader in the context of public management and governance. **[10 marks]**

b) As a leadership and public policy expert, what strategies do you recommend for managing stress and building resilience? Use illustrative examples to support your arguments. **[20 marks]**
4. In the performance management process, difficult and contentious conversations are inevitable. Using emotional intelligence, stress management and communication skills gained from this course; explain how you would handle difficult and contentious conversations. **[30 marks]**
5. As a Leadership and Public Policy expert, you have been engaged by a public organisation whose operations were negatively affected by the COVID-19 pandemic. The organisation is struggling to develop a strategic plan that can take it out of the COVID-19 inflicted performance woes. Identify and discuss the key factors to consider in developing and implementing strategic plans. In the process of doing so, highlight the challenges faced by public leaders in the development and implementation of strategic plans. **[30 marks]**

END OF EXAMINATION
