

**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

**FACULTY OF COMMERCE**

**DEPARTMENT OF HUMAN CAPITAL MANAGEMENT**

**LEADERSHIP AND ETHICS (HCM407)**

APR 2025

**TIME: THREE HOURS**

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**INSTRUCTIONS TO CANDIDATES**

1. Answer **any four** questions.
2. Start the answer to each question on a fresh page.

**INFORMATION TO CANDIDATES**

1. No cellphones and any other unauthorised materials are allowed into the examination room.
  2. Each question carries 25 marks.
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**QUESTION 1**

Examine six characteristics of ethical leadership that you would most like to possess as the Chief Executive Officer of a corporation, highlighting the importance of each characteristic. [25 marks]

**QUESTION 2**

As an ethical leader, highlight eight questions that you would ask yourself, regarding a decision that you are considering making, to guide you in making an ethical decision. [25 marks]

**QUESTION 3**

As a leader seeking to promote workforce morality in your organization, examine the following stages of Kohlberg's Moral Development Process:

- a) Stage 1; [9 marks]

- b) Stage 2; and [8 marks]
- c) Stage 6. [8 marks]

[25 marks]

#### **QUESTION 4**

In the "Guidelines for Achieving an Ethical Workplace" section of a draft ethics policy document, state the guidelines under the following sub-section headings:

- a) Communications; [6 marks]
- b) Training; [6 marks]
- c) Contracts and Performance Appraisal; and [6 marks]
- d) Monitoring and Reporting. [6 marks]

[25 marks]

#### **QUESTION 5**

As an ethical leader in your organization, formulate the outline of an effective organizational ethics policy consisting of the six typical main sections of ethics policies and appropriate sub-sections. [25 marks]

#### **QUESTION 6**

Examine six ways in which you would lead by example in an organization with regard to ethical actions and decisions. [25 marks]

**\*\*\*END OF PAPER\*\*\***