

Instruksies:**ALLE** vrae is **verpligtend**

1. Lees aandagtig deur die volgende gevallestudie uit die lewe van Nelson Mandela, ons eerste demokraties verkose president, en beantwoord die vrae wat volg.

Nelson Mandela: The example of inspiration.

Nelson Mandela is regarded the world over as one of history's most inspirational figures. In every language and every country, Mandela's legacy shines as a beacon of hope and healing, and as a potent reminder of the power of the human spirit to overcome impossible odds. Nelson Mandela was born on July 18, 1918, into a royal family of the Thembu tribe, South Africa. His father died when he was only 9 years old and soon after, he was adopted by a regent who helped him develop his leadership skills. Mandela was the first in his family to receive a formal education. One Nelson Mandela education quote insists on the fact that true power lies in knowledge so once he became president of the ANC (African National Congress), he managed to introduce universal free education to improve the living standards of the country's black population.

Mandela was an ardent believer in the equal rights and potential of people of all origins and backgrounds. His courage in the face of oppression stands as an example of the power of passion and perseverance to change the world. Nelson Mandela was nearly executed for opposing the South African government's segregationist policies, and was sentenced to 27 years in prison for fighting to dismantle the country's apartheid regime. He spent the first 18 years at the brutal Robben Island Prison. Since he was a black political prisoner, he had even fewer privileges than other inmates. He lived all those years in a small cell, without a bed or plumbing, receiving less food than others, but forced to work twice as hard. Yet far from letting himself be broken or succumb to bitterness, when he was finally released in 1990, his sole focus was on healing his country's divisions and bringing old enemies together to rebuild in common cause.

Mandela possessed an unshakeable belief in the power of empathy, honesty and dialogue to heal the deepest and most intractable wounds. His magnanimity towards his former oppressors won the admiration of South Africans and people around the world, and greatly eased his country's transition to democracy. His lifelong pursuit of racial peace and reconciliation earned him the Nobel Peace Prize in 1993 — and the next year, Mandela became the first black president of South Africa, in a momentous election that for the first time allowed South Africans of all ethnic origins to vote. His vision of a "rainbow nation" is more relevant today than it's ever been, and his commitment to building bridges across the chasms that divide us holds a message that humanity has never needed more. Here are some of his top 45 quotes to inspire you to believe — in your own capacity for greatness, and in your power to change the world.

"I learned that courage was not the absence of fear, but the triumph over it. The brave man is not he who does not feel afraid, but he who conquers that fear."

"Live life as though nobody is watching, and express yourself as though everyone is listening."

"One of the most difficult things is not to change society — but to change yourself."

"As we are liberated from our own fear, our presence automatically liberates others."

"Difficulties break some men but make others. No axe is sharp enough to cut the soul of a sinner who keeps on trying, one armed with the hope that he will rise even in the end."

"Everyone can rise above their circumstances and achieve success if they are dedicated to and passionate about what they do."

"A winner is a dreamer who never gives up."

"Education is the most powerful weapon which you can use to change the world."

"To be free is not merely to cast off one's chains, but to live in a way that respects and enhances the freedom of others."

"Do not judge me by my successes, judge me by how many times I fell down and got back up again."

"If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart."

(Sources: <https://www.goalcast.com/2017/05/02/top-nelson-mandela-quotes-inspire-you-to-believe/>)

1.1. Die gevallestudie hierbo toon verskeie voorbeelde van Mandela se optrede en gedrag wat kenmerkend is van 'n transformerende leier. Verskaf, in 'n tabel, die transformerende leierskap-eienskappe [gebruik die model van Podsakoff et al., (1990)], 'n beskrywing van die transformerende leierskap eienskap sowel as 'n voorbeeld van Mandela se optrede en gedrag wat tiperend is van die genoemde kenmerk vanuit die gevallestudie. (18)

1.2. Die gevallestudie hierbo toon verskeie voorbeelde van Mandela se optrede en gedrag wat kenmerkend is van 'n *charismatiese leier*. Verskaf, in 'n tabel, die charismatiese leierskap eienskappe [gebruik Conger en Kanungo (1987; 1988) se model of konseptualisering van charismatiese leierskap], 'n beskrywing van die charismatiese leierskap-eienskap sowel as 'n voorbeeld van Mandela se optrede en gedrag wat tiperend is van die genoemde eienskap vanuit die gevallestudie. (18).

2. Etiese, outentieke en dienaar leiers behoort almal aan die morele leierskap groep. Gebruik van 'n grafiese voorstelling om die *empiriese gemeenskaplikhede en onderskeid* tussen *etiese, outentieke en dienaar leiers* aan te dui. (10)

3. Die Zondo regterlike kommissie van ondersoek onder leiding van regter Raymond Zondo, is aangestel om ondersoek te doen na sake wat van openbare en nasionale belang is in verband met bewerings van Staats kapings, korrupsie en bedrog in die openbare sektor, ingesluit organe van die staat. Die aanstelling van die Kommissie en die daaropvolgende bewerings deur getuies tydens verhore beklemtoon die negatiewe gevolge van toksiese leierskap en die noodsaaklikheid van etiese leierskap. Toesighouer vyandigheid is 'n voorbeeld van toksiese leierskap. Noem, omskryf en voorsien 'n kort praktiese voorbeeld van die konstrakte wat aanduidend is van *denkbeeldige, toesighoudende vyandigheid*. (16)

4. Die term *plaasvervangers van leierskap* verwys na 'n wye verskeidenheid van individuele, taak, en organisatoriese kenmerke geïdentifiseer as faktore wat 'n belangrike invloed het op die verhouding tussen 'n leier se gedrag en 'n ondergeskikte se werk tevredenheid (Kerr & Jermier, 1978). Gedeelde en verspreide leierskap is onlangs by die lys van plaasvervangers vir leierskap gevoeg.

4.1. Onderskei in 'n tabel tussen die *eienskappe van gedeelde en verspreide leierskap* om die verskil tussen die twee benaderings aan te dui (8)

4.2. Watter *praktiese stappe* kan geneem word om *organisatoriese formalisering* as 'n organisatoriese aspek te gebruik om leierskap te neutraliseer en onetiese gedrag te bestry? (8)

5. Ten spyte van die huidige vlak van belangstelling in leierskap bly dit 'n misleidende en betwiste konsep te wees waarin algemene ooreenkomste hoogs onwaarskynlik blyk te wees (Grint, 2005). Tussen die verskillende perspektiewe oor hierdie onderwerp kan vier breë kategorieë van teorie geïdentifiseer word. Bespreek vanuit die kritiese perspektief hoe die Suid-Afrikaanse waarde van "*verbintenis*" en die gevolglike leierskapstyl volgens Blunt en Jones (1997) gebruik kan word en geabsorbeer kan word in organisatoriese stelsels, strukture en prosesse en watter impak dit sal hê op die organisasie. (10)

6. Selfbestuur (Manz, 1986; Stewart et al., 2011) word gekonsepsualiseer as strategieë om moeilik maar die nodige take te voltooi. *Bespreek en illustreer met praktiese voorbeelde die dimensies van selfbestuur*. (12)

Totaal [100]

Instructions

ALL questions are **compulsory**

1. Read carefully through the following case study that highlights the life of Nelson Mandela, our first democratically elected president, and answer the questions that follow.

Nelson Mandela: The example of inspiration.

Nelson Mandela is regarded the world over as one of history's most inspirational figures. In every language and every country, Mandela's legacy shines as a beacon of hope and healing, and as a potent reminder of the power of the human spirit to overcome impossible odds. Nelson Mandela was born on July 18, 1918, into a royal family of the Thembu tribe, South Africa. His father died when he was only 9 years old and soon after, he was adopted by a regent who helped him develop his leadership skills. Mandela was the first in his family to receive a formal education. One Nelson Mandela education quote insists on the fact that true power lies in knowledge so once he became president of the ANC (African National Congress), he managed to introduce universal free education to improve the living standards of the country's black population.

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1.1. The case study above demonstrates various examples of Nelson Mandela's actions and behaviour that are typical of a *transformational leader*. Provide, in a table, the *transformational leadership* characteristics [using the model of *Podsakoff et al.*, (1990)], give a description of the *transformational leadership* characteristic as well as an example (s) of Nelson Mandela's actions and behaviour typical of the mentioned characteristic from the case study. (18)

1.2 The case study above demonstrates various examples of Nelson Mandela's actions and behaviour that are typical of a *charismatic leader*. Provide, in a table, the *charismatic leadership* characteristics [using *Conger and Kanungo's* (1987, 1988) model or conceptualisation of charismatic leadership], a description of each of the *charismatic leadership* characteristics as well as an example (s) of Nelson Mandela's actions and behaviour that are typical of the mentioned leadership characteristics from the case study. (18).

2. Ethical, authentic and servant leaders belong to the moral leadership group. Use a graphical representation to highlight the *empirical commonalities and distinctions* among *ethical, authentic and servant leaders*. (10)

3. The Zondo Judicial Commission of Inquiry, headed by Judge Raymond Zondo, was appointed to investigate matters of public and national interest concerning allegations of state capture, corruption and fraud in the public sector including organs of state. The appointment of this commission and subsequent allegations by witnesses during hearings highlight the negative consequences of toxic leadership and the importance of ethical leadership. Supervisory hostility is an example of toxic leadership. List, define and provide a short practical example of the constructs that capture *non-physical, supervisory hostility*. (16)

4. The term *substitutes of leadership* refers to a wide variety of individual, task, and organisational characteristics identified as factors that influence the relationship between a leader's behaviour and a subordinate's job satisfaction (Kerr & Jermier, 1978). Shared and distributed leadership has recently been added to the list of substitutes for leadership.

4.1. Distinguish in a table between the *characteristics of shared and distributed leadership* to highlight the difference between the two approaches. (8)

4.2. What *practical steps* can be taken to use *organisational formalisation as an organisational aspect* to neutralise leadership and combat unethical behaviour? (8)

5. Despite the current level of interest in leadership, it remains an elusive and contested concept on which general agreement is highly unlikely (Grint, 2005). Among the many perspectives on this topic, four broad categories of theory can be identified. Discuss, using the critical perspective, how the South African value "*connectedness*" and resultant leadership style according to Blunt and Jones (1997) can be used and absorbed in organisational systems, structures and processes and how that will impact on the organisation. (10)

6. Self-management (Manz, 1986; Stewart et al., 2011) is conceptualized as a strategy for getting oneself to complete difficult but necessary tasks. Discuss and illustrate each of the dimensions of self- management with practical examples (12)

Total [100]