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Name and Surname:	Dr Kelebogile Lekate	Time:	09:00
Student Number:	25156403		

Question 1

In the **transactional leadership**, the leader encourages compliance by followers through both a rewards and punishments system, and he can keep followers motivated for the short-term using this system. **Transactional leadership** is based on the idea that managers provide employees something they (employees) want in exchange for getting something they (leaders) want. The leader posits that followers are not self-motivated and require structure, instruction and monitoring to complete tasks correctly and on time. The leadership style main focus is on results, and conforms to the dominant form of an organisation. It measures success according to that organisation's system of rewards and penalties. **Transactional leaders** have formal authority and positions of responsibility in an organisation. They are responsible for maintaining routine by managing individual performance and facilitating group performance. They set the criteria for their workers according to previously defined requirements.

The following are the **four dimensions of transformational leadership**, according to Bass:

- i. **Charisma**
- ii. **Inspiration**
- iii. **Individual consideration**
- iv. **Intellectual stimulation**

In the **transformational leadership** style, the **leader** encourages, inspires and motivates followers to innovate and create change that assists with the growth and shaping of the future success of the company. It promotes leadership style that will facilitate both change and increase job commitment, job satisfaction, and well - being within teams. Contributes to the leadership definition of influencing the motivation or competence of other individuals in a group. It is suggested that transformational leadership skills as essential antecedents for personal resources such as generalised self-esteem and self-efficacy.

The following are the **four dimensions of transactional leadership**, according to Bass:

- i. **Contingent reinforcement or contingent reward**
- ii. **Active management-by-exception**
- iii. **Passive management-by-exception**
- iv. **The Laissez-faire leader**

Question 2

i. Stage one: The environmental assessment

The charismatic leadership role of managers is distinguished from other leadership roles employing followers perception of their managers heightened sensitivity to environmental opportunities and constraints, and followers needs. The manager with a charismatic leadership role is more likely to be perceived as both critical to the status quo and an agent of radical reformation. These qualities increase the likelihood that the organisation's direction will, in future, address unexploited and futuristic opportunities that will be perceived as more visionary and meaningful to followers in the formulation stage.

ii. Stage two: Vision formulation

This stage results from the environmental assessment, whereby a strategic direction for the organisation's future is formulated. The Conger-Kanungo model posits that followers perceptions their managers' formulation of a shared and idealised future vision and the practical, inspirational articulation of the vision distinguishes the managers' charismatic leadership role from others.

iii. Stage three: The implementation stage

The leader is charged with building trust in and commitment to the chosen strategic direction as well as with developing tactics to achieve the desired goals. Managers who are perceived as charismatic will be seen to be engaging in good acts that subordinates interpret as involving significant personal risk.

Question 3: Servant Leadership

Servant leadership behaviour according to Van Dierendonck (2011)	Quote of Gandhi	Interpretation of the quote
Interpersonal acceptance	i. "Nobody can hurt me without my permission." ii. "A man is but a product of his thoughts. What he thinks he becomes."	i. An individual must always be in control of their feelings ii. An individual is responsible for their thoughts and actions; they are the reason for their own destiny
Providing direction	i. "In a gentle way, you can shake the world."	i. There are better and polite ways to resolve matters; there is no need for violence
Humility	i. "Whenever you are confronted with an opponent, conquer him with love."	i. The mind is always at peace, and one can resolve any issues when they remain positive
Empowering and developing people	i. "If we could change ourselves, the tendencies in the world would also change. As a man changes his own nature, so does the attitude of the world change towards him. We need not wait to see what others do." ii. "Service, which is rendered without joy helps neither the servant nor the served."	i. Improving our thoughts and actions gives us a more remarkable ability to lead correctly without seeking approval from others. ii. Doing things for others without expecting anything back and happily doing it leads to the most excellent satisfaction of why one became a leader to both the leader and those he serves
Standing back	i. "I will not let anyone walk through my mind with their dirty feet."	i. One must never allow bad influences to become the centre to their decision-making
Accountability	i. "You may never know what results come of your actions, but if you do nothing, there will be no results."	i. Rely on doing things to be able to account for their outcomes; avoid blaming others for your responsibilities
Forgiveness	i. "Whenever you are confronted with an opponent, conquer him with love."	i. The best way to overcome your fears is through understanding them first and always keep a positive attitude forward.
Courage	i. "Strength does not come from physical capacity. It comes from an indomitable will."	i. Power is best displayed with the ability to think and internalise any issue, then act with better understanding most calmly,

		not violently or showing intimidation
Authenticity	i. "A man is but a product of his thoughts. What he thinks he becomes."	i. An individual will always act on his thought
Stewardship	i. "It's the action, not the fruit of the action, that's important. You have to do the right thing. It may not be in your power, may not be in your time, that there'll be any fruit. But that doesn't mean you stop doing the right thing. You may never know what results come from your action. But if you do nothing, there will be no result."	i. Serve without thinking of how and why doing it will benefit you as an individual, put others first

Question 4:

A. Exceptional leadership qualities are needed in every organisation as it directs the organisation to the rightful path in an endeavour to achieve the objectives of the organisation. There are many types of leadership styles in management practice, but ethical leadership is highly needed to uphold the precepts of the organisation. Ethical leadership refers to a management style that displays respect for moral foundations and values of the organisation. Honesty, justice, respect, culture are among the importance of ethical leadership. Ethical leadership can also be described as a leadership style where leaders present responsible behaviour in every aspect of their lives. The three critical elements of ethical leadership include: 'be the example, be a supporter of ethics, communicate ethics'. Ethical leadership is essential to the achievement of organisational success.

There, as so many factors that influence ethical behaviours in an organisation, and these include cultural influences, organisational influences and external influence. Figure 1 presents the ethical behaviour model in the organisation. These factors are expounded upon subsequently.

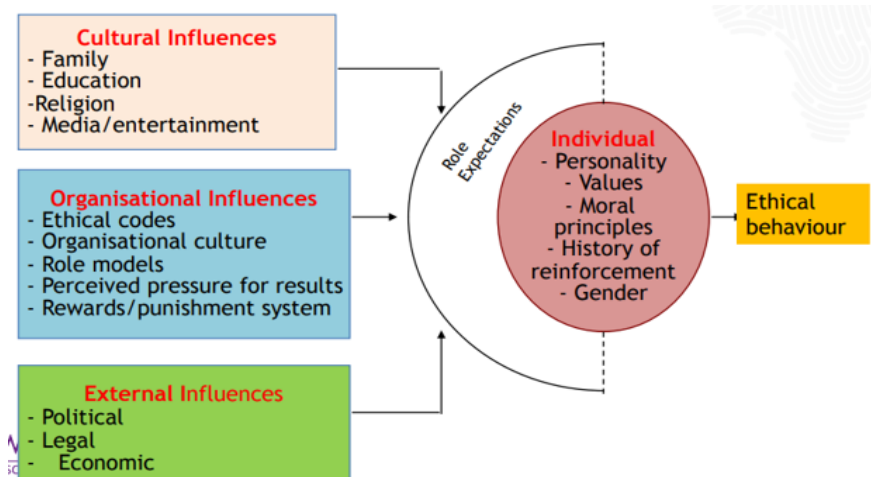


Figure 1: Ethical behaviour model in the organisation

- i. Cultural influences: These refer to the aggregate factors that affect the intervention process of ethics in the organisation. These factors may comprise the status quo of the family, peoples' educational level, peoples' religion, and media/entertainment. In the absence of competent leadership, all these factors can impede the acceptance level of ethics in the organisation.
 - ii. Organisational influences: These are espoused values which are accepted explicitly by the organisation, which could affect the ethical behavioural practices. These factors include moral codes, organisational culture, roles models, perceived pressure for results, and rewards/punishment systems.
 - iii. External factors: These are the factors that are outside the business organisation that tend to influence the ethical conducts. These factors include political, economic and legal aspects.
 - iv. Individual factors: These are personal issues that tend to affect ethical conducts in the organisation, and these include personality, morals, values, principles, history of reinforcement, and gender.
- B. Ethical behaviour needs to be promoted in an organisation to keep the organisation together and to enable achieving the stated objectives. The following are the recommendations to improve an organisation's ethical climate:
- i. Behave ethically yourself: This could be established when leaders live an exemplary life by keeping the ethical standards of the organisation.

- ii. Screen potential employees: To maintain ethical stability, the human resource should be able to screen candidates and select those that are mentally stable or those that would be capable of keeping the ethics of the organisation.
- iii. Develop a meaningful code of ethics: Organisational ethics should pass the process of development where all the necessary and relevant ethical practices should be debated and adopted. Those that are irrelevant should not be included in the code of conduct.
- iv. Provide ethics training: The human resource department should always ensure that all the employees in the workplace should be trained on how to keep the ethics of the organisation to achieve the objectives of the organisation. Employees may deviate from the ethical standards if they are not trained.
- v. Reinforce ethical behaviour: Organisational leaders should always support the practice of ethical behaviours to motivate employees to abide with organisational standards.
- vi. Create structural mechanisms to deal with ethics: In the course of deviations towards ethical standards, organisations should establish disciplinary measures aimed at coercing defaulting employees to serve as a warning to others.

Question 5: Self-Leadership

Self-leadership is a leadership style where leaders consciously influence their way of thinking and actions towards achieving a definite goal. It could also be referred to as behavioural or self-influence, where leaders gain the self-direction and self-motivation needed to shape their efforts to boost their overall performance positively. Several strategies can be used to achieve self-leadership, and these include behaviour-focused strategies, natural reward strategies, and constructive thought strategies.

- A. Behaviour-focused strategies: These are strategies that focus on the amendment of one's behaviour, and these include the use of reminders and the elimination of negativisms that may impede success. The behaviour-focused strategies may consist of self-observation, goal setting, self-reward, self-punishment and cues.

- i. Self-observation: This happens when an individual is capable of defending the motivations of behaving or reacting in specific ways. It involves being aware of what is happening and how to handle issues that may arise.
- ii. Goal setting: Without setting goals, the concept of leadership is worthless. Goal setting involves the future thoughts and the possible visions to achieve in the nearest future. In self-leadership style, goal setting is adopted as a strategy to enhance growth.
- iii. Self-reward: A reward is a compensation for a recognised achievement. In self-leadership, self-reward is adopted as a strategy for motivation for all the efforts applied in achieving a target.
- iv. Punishment: This is the opposite of reward, and it deals with the penalty as a retribution for wrongdoing or offence. Self-leaders who wish to achieve more should also set punishments in case they do not meet up with their targets.

B. Natural reward strategies (NRS): Natural reward strategies are adopted by leaders to influence their task-specific intrinsic motivation. Naturally, rewarding tasks can improve competence and give people a feeling of self-control and purpose. People can increase their performance levels through activities such as creating a more enjoyable work atmosphere or appreciating a more pleasurable job role. This form of technology helps people construct delightful features in their activities such that the tasks themselves are inherently satisfying. By moving the cognitive emphasis to the intrinsically rewarding work, individuals may also employ natural rewards. Focusing on developing pleasant and pleasant functions in job specification can create feelings of intrinsic motivation.

C. Constructive thought strategies: The third and final component is made up of positive thinking pattern techniques. These strategies can be defined as the creation and preservation of patterns of functional thinking, or how motivation is thought about and productive ways of thinking are generated. Visualisation of good results, self-talk and evaluation of values and assumptions are techniques unique to this group. People can eliminate unstable thoughts and

participate in more logical and efficient cognitive processes through a method of recognising and altering skewed beliefs.

Question 6

The **destructive leadership style** comprises a non-transformational leader perceived by followers as include behaviours such as abusive, coercive, aggressive and intimidating. These leaders use threats and fears, rather than persuasion, influence and commitment, to achieve their set goals.

People are forced to work hard out of fear and not respect for their leaders, and they are quick to vacate their post as soon as an opportunity presents itself. Employees are not loyalty to these kinds of leaders. Destructive leaders are disrespectful to individuals person, individual's ideas, and individual's achievements. They never listen and are always ridiculing employees. When things go wrong, These leaders are usually getting outraged when things go wrong, displaying their lack of emotional intelligence. At work, they create hatred and a toxic work environment. Their employees are mostly unhappy and mostly gossip in the workplace.

The **six attributions of destructive leadership** include:

- i. Autocratic
- ii. Narcissistic behaviour
- iii. Manipulation
- iv. Intimidation
- v. Over Competitive
- vi. Discrimination

Personal and situational characteristics that facilitate the occurrence of destructive leadership behaviour.

- **Arrogance-** Destructive leaders often big-headed, overweening and arrogant. Their complacency makes them believe that they are never wrong, and always expect followers to “accept their word as gospel truth”. They never offer to help others, and they despise any forms of correction from others, especially subordinates.

- **Autocratic-** a destructive leaders never ask nor wants any opinion anyone's opinion other than of his own to be heard. He expects others to quietly follow their every direction, without ever questioning the order. He often dreams of himself as the "top dog" or a "self-styled king", and his behaviour is usually reflective of that. Subordinates are seen as his minions, who serves the him.
- **Irritability-** Destructive leaders also come across as highly irritable as they hate being bothered by anything. They are narrow-minded and do not take advice for ideas from anyone else. They hate being questioned and are always avoiding these at all cost. Under such leadership, organisational growth gets stunted due to the lack of employee participation, as well as the low levels of innovative and free-flowing ideas.
- **Maladjustment-** The resonant character of a destructive leader who appears harsh and arrogant is an ill-tempered child terrified of change. The leader is very stubborn and "pig-headed". He stops learning due to this attitude and his tendencies to take changes hardly. The destructive leader is likely to be the most vehement opponent of any changes in the organisation.
- **Lack of confidence-** Though a destructive leader act supremely confident, he lacks confidence in himself and ignores challenging problems altogether. As a result, he finds it hard to trust team members.
- **Incompetent-** A destructive leader may believe that he is the best. Still, he is incompetent even when it comes to solving problems that require the most commonsensical decisions, or comprising of the simplest tasks. Criticising and belittling subordinates give him his sense of importance and usefulness.
- **Hierarchical-** A destructive leader's survival in an organisation is highly dependent on the rigid structure of hierarchy. Employees under such a leader often feel the pressure of the corporate power structure above them. A destructive leader is an expert in controlling team members using hierarchy and seniority.
- **Unrealistic expectations-** A destructive leader is notorious for imposing unfair and unrealistic objective to subordinates in an organisation. Followers often battle with achieving the set goals, and get demoralised. Their workload always piles up, setting up the organisation for failure.

- **Symbols of personal authority-** These include the destructive leader's beliefs of having the first right to common parking spaces, him feeling he has complete access to everything, and perhaps even studding the entire workplace with his own portraits and stories of accomplishments.
- **Discriminatory-**A destructive leader is often discriminatory with his bias and prejudice appearing in the guise of sexism, racism, ageism, and other discriminatory behaviour.

Question 7

Substitute of leadership refers to a broad range of person, mission, and organisational characteristics defined as factors that affect the relationship between the actions of a leader and the job satisfaction of a subordinate. The variables that serve as substitutes of leadership in the individual dimension include individual ability, experience, training, and knowledge, indifference toward organisational rewards, professional orientation and the need for independence. These factors are briefly expounded upon.

- i. **Individual ability:** This refers to the individuals' own ability to perform a task alone, and this include the intellectual capacity and physical ability. It is believed that the actions of a leader are not visible when the individual can complete his/her work competently without the directives of the leader. The capacity of an individual to work independently is regarded as a substitute for leadership.
- ii. **Experience:** This involves possessing the awareness or having the skills of performing a job as required. It is believed that the leadership roles of a leader is reduced when a subordinate possesses the skills necessary to conduct a task. This is referred to as a substitute for leadership.
- iii. **Training and Knowledge:** Training is a very vital factor in the organisation, and this involves educating, teaching or coaching the subordinates to perform effectively in the work environment. Knowledge is a product of training which entails the understanding and comprehension of the skills transferred for enhancement. The training and acquisition of knowledge could also serve as a substitute for leadership.

- iv. Indifference toward organisational rewards: This occurs when workers do not care about the performance of the business anymore but only work for the pay package and avoid being fired. Also, they do not look for possibilities that will help the company succeed.
- v. Professional orientation: These refer to programs and activities that help individuals to make choices about their education, training and employment, and this help them in career management. In professional development, individuals are given several orientations about the labour market and other job information. Employees with adequate professional exposure do not need leaders to direct them on what to do.
- vi. The need for independence: Independence, in this case, refers to the ability to exercise self-governance in the process of work. Employees seeking freedom do not always need directives from leaders, and this helps to reduce the roles of leaders in the organisation. This could also serve as a substitute for leadership.

As noted earlier, the substitute of leadership is crucial as it helps in clarifying roles and motivate the organisational members to work for the organisation. There are also situational variables that can 'neutralise' leadership, prevent action from being taken by the leader. Situational or organisational variables (such as job design or a cohesive workgroup) or follow-up characteristics (such as skill, training and previous experience) can be leaders' substitutes. Well-designed jobs can require little input and encouragement from a leader to provide clarification, meaning and intrinsic motivation. Organisational leaders should embrace reserves of leadership to encourage productivity.

Question 8

African leadership has six fundamental values:

- i. respect for the dignity of others
- ii. group solidarity (an injury to one is an injury to all)
- iii. teamwork is greater than the efforts of the individual
- iv. service to others in the spirit of peace and harmony
- v. interdependence and connectedness
- vi. persuasion

The notion of Ubuntu depicts ‘*I am because we are*’. It invariably describes qualities that includes the essential human virtues, compassion, and humanity. The Ubuntu values of “*love, dignity and unconditional respect*”, “*Trust*”, “*Community*” and “*Diversity*” 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. The concept of Ubuntu in African leadership is pivotal because it put great emphasis on the collective brotherhood of humankind. The independence of humanity characterises this concept and places human dignity and respect above all. It permits for consensus, democracy, people mobilisation, solidarity and genuine care. A downfall in the studies of African leadership is its insufficient empirical research to support it. However, the fact remains that this leadership approach has significant relevance for African countries, including South Africa. Blunt and Jones (1997) argue for a distinctively African approach where humanity would be respected. Blunt and Jones (1997) further affirm that leadership is :

- influenced by highly centralised systems of authority,
- high levels of misunderstanding,
- focus on control mechanisms instead of organisational performance,
- resistance from bureaucracy to reform, acute lack of capital, individual concern for fundamental protection,
- and the meaning of extended networks of family.

The resultant leadership style tends to be authoritarian/paternalistic, bureaucratic, centralised, conservative governance. These are expounded below:

- i. Authoritarian/paternalistic: This refers to laissez-faire style where democratic principles are incorporated.
- ii. Bureaucratic: This refers to the government administration managed by departments staffed with non-elected official who lead through a series of processes.
- iii. Centralised: This is a leadership style that concentrates in a single authority.
- iv. Conservative: Conservative leadership averse to change or innovation and holding traditional values.

The concept of Ubuntu is to serve everybody as a person, even the residents at the grass-root level. These concepts as developed by Blunt and Jones (1997) portrays that leaders should ensure that essential human virtues, compassion, and humanity

should be respected in governance depicting that equitable services should be provided to all citizenry in all walks of life, and this should be pure African concept.