

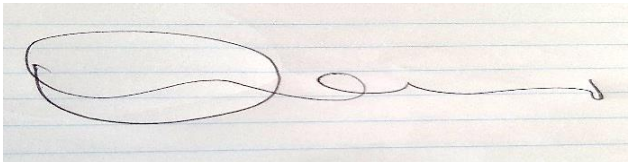
NWU BUSINESS SCHOOL

Assignment Cover Page

TITLE	2 ND EXAMINATION
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MODULE NAME	LEADERSHIP
MODULE CODE	MBAD 821 P - 2020
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DATE OF SUBMISSION	26 th NOVEMBER 2020

DECLARATION OF OWN WORK

I declare that this assignment is my own original work. Where secondary material has been used (either from a printed source or from the internet), this has been carefully acknowledged and referenced per North-West University (NWU) requirements. I understand what plagiarism is and am aware of the NWU's policy as well as the Business School's guidelines in this regard.

Signature of student	
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Question 1

Charismatic leadership behaviour according to Conger and Kanungo (1987, 1988).	Quote of Dr. King Jr	Your interpretation of the quote
Inspirational, able to motivate by articulating effectively the importance of what organizational members are doing	"Life's most persistent and urgent question, 'What are you doing for others?'"	People choose to follow a charismatic leader not because of his position of authority but out of the perception of the leader's suitability to lead them
managers who are perceived as charismatic, are seen to be engaging in exemplary acts, that subordinates interpret as involving great personal risk and sacrifice	"The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy."	Charismatic leaders are visionaries with clearly defined end goals and the mission to achieve them. As such anything that is not part of the scope is easily identified and when challenges are encountered, charismatic leaders can overcome them
Readily recognizes barriers/forces within the organizations that may block or hinder the achievement of his/her goals	Our lives begin to end the day we become silent about things that matter	Charismatic leaders change the status quo. They are innovative and creative
Often expresses personal concern for the needs and feelings of other members of the organizations	"Whatever affects one directly, affects all indirectly. I can never be what I ought to be until you are what you ought to be. This is the	Charismatic Leaders are mindful of the followers. That is what distinguishes them from other types of leaders. They instill trust through caring deeply about their followers.

	interrelated structure of reality."	
Recognizes the abilities and skills of other members in the organizations	"The function of education is to teach one to think intensively and to think critically. Intelligence plus character – that is the goal of true education."	Charismatic leaders achieve their goals through the empowerment of followers. They recognize the fact that It is through quality education and training that individuals can transform and become productive assets of the organization

Question 2

Charismatic leaders possess attributes such as eloquent communication, listening skills, compassion, humanity, and confidence among others to influence the behaviour of their followers. To encourage a particular behaviour, charismatic leaders use the three-step process.

Step one: Environmental assessment

At this stage charismatic leaders distinguish their roles from other leadership roles by showing the desire to change the status quo, increased sensitivity to environmental constraints, identify opportunities, and followers' needs. Additionally, at this stage, the leader is perceived both as a critic of the status quo and as reformers or agents of radical change. For instance, Martin Luther King showed the desire to change the racial discrimination status quo by campaigning for a non-racial discriminatory society.

Step two: Vision formulation

At this stage, charismatic leaders formulate a shared and idealized future vision. The leader use impression management skills to motivate the followers to achieve the vision. For instance, Martin Luther King used public rallies to motivate his shared vision of a non-racial discriminatory society.

Step three: Implementation stage

Leaders lead by example to excel in the application of innovative and unconventional approaches tailored to achieve the vision originally formulated and articulated. The followers see it as encompassing great personal risk and sacrifice. For example, Nelson Mandela was imprisoned for 27 years and later became the first democratically elected president of South Africa.

Question 3

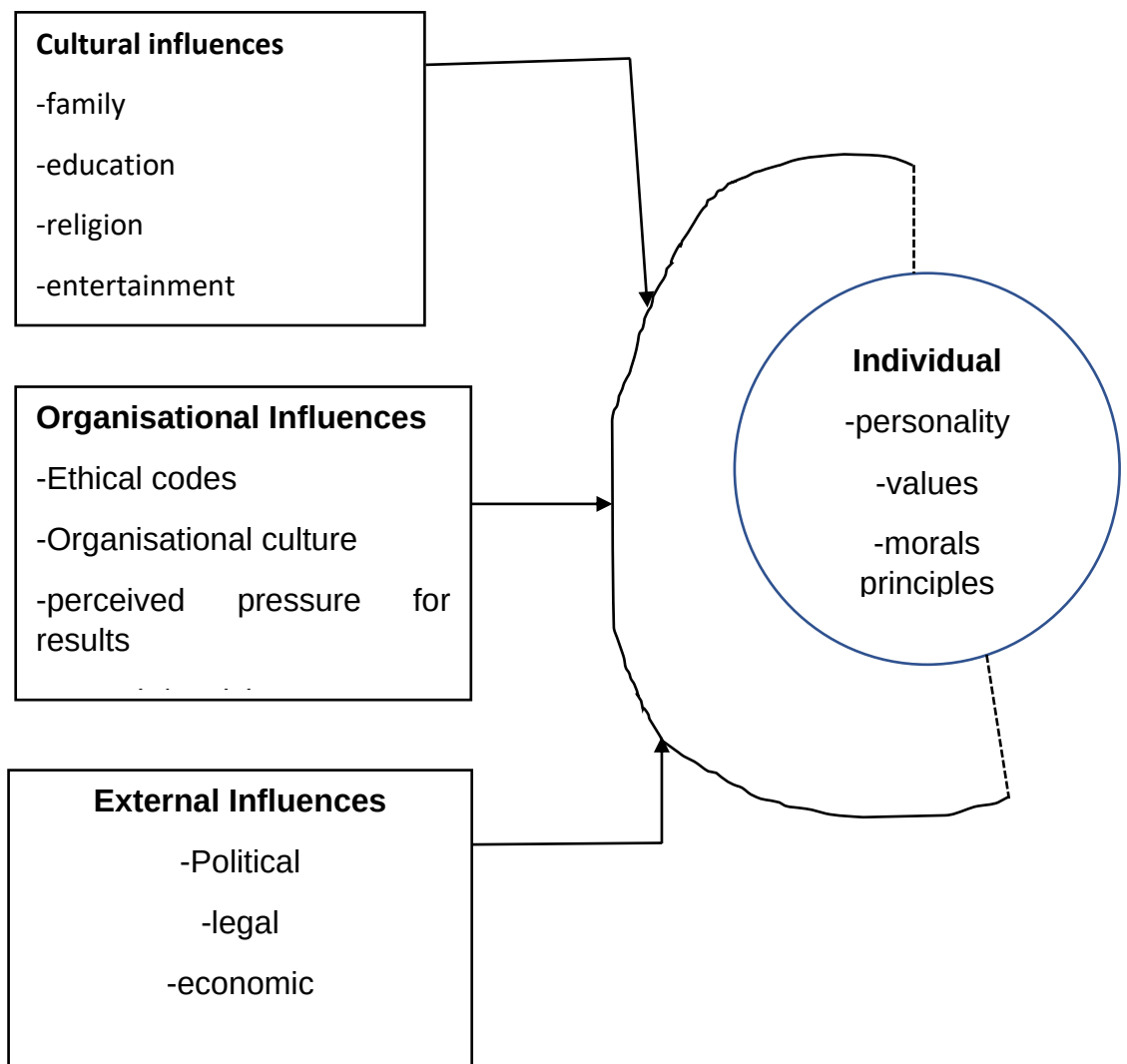
Servant leadership behaviour according to Brown et al., (2005)	Quote of Gandhi	interpretation of the quote
Interpersonal acceptance	"You must not lose faith in humanity. Humanity is like an ocean; if a few drops of the ocean are dirty, the ocean does not become dirty."	People have different traits and as a leader, you do not need to judge them the same.
Providing direction	"Glory lies in the attempt to reach one's goal and not in reaching it."	The act of trying to achieve certain objectives make a person great but not the achievement.
Empowering and developing people	"You may never know what results come of your actions, but if you do nothing, there will be no results."	To achieve in life, you need to do something. If a person does nothing, there will be no outcomes positive or negative.

Standing back	“Whenever you are confronted with an opponent, conquer him with love.”	The best way to find peace use the non-violence approach.
Accountability	“The future depends on what you do today.”	Leaders implement strategies to achieve their vision.
Forgiveness	“The weak can never forgive. Forgiveness is an attribute of the strong.”	Strong leaders can forgive their followers when they do wrong and move on. In contrast, a leader who does not forgive his/her followers is weak.
Courage	“A coward is incapable of exhibiting love; it is the prerogative of the brave.”	Brave leaders trust their followers, hence show love. In contrast, cowards do not trust their followers and they always show cruelty.
Authenticity	“An ounce of practice is worth a thousand words.”	Leaders show their leadership abilities by exemplary acts.
Humility	“The greatness of humanity is not in being human, but in being humane.”	Leaders creating a compassionate and caring society. Thus showing empathy towards his/her followers, environment, and animals.
Stewardship	“Earth provides enough to satisfy every man’s	There are enough resources in the world but due to self-centered leaders, resources are depleted.

	needs, but not every man's greed."	The leaders are not taking responsibility for the even distribution of resources among their followers.
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Question 4

Ethical behavior refers to morally acceptable behavior. Work ethic characteristics entail; punctuality, accountability, focus, initiative, productivity, professionalism, dedication, and desire to improve. Factors that influence work ethics are broadly divided into; cultural, organizational, and external factors. The diagram below shows a model of factors that influence ethical behavior in the workplace.



Role expectations

Line managers need to implement the following strategies to improve ethics in the workplace.

Set achievable goals- Line managers need to set clear goals for projects and the business entity and set realistic targets or benchmarks along the way. Therefore, by knowing what they are working on, employees can be more productive and exhibit being initiative, and remain focused.

Lead by example- for followers to be professional and respectful, management needs to behave ethically and professionally. Management must show punctuality, discipline, accountability, and dedication in a way that influences employees positively.

Provide feedback and mentorship-line managers need to conduct a workshop on work ethics as well as telling employees in areas where they are not behaving ethically. It is vital to make employees know when their work is not up to standards, however, it's also critical to let them know when they do work according to expectations so that they can maintain the standards.

Inspire people to work- this entails rewarding employees when they ethically execute their duties by giving them benefits.

In conclusion, companies need to have an updated code of ethics to maintain high ethical standards and this must be available to all employees.

Question 5

Self-leadership is the ability to lead oneself through the intentional practice of influencing one's thinking, feeling, and actions towards one's objectives. Self-leadership strategies are broadly categorized into behavior-focused, natural reward, and constructive thought strategies.

Behavior-focused self-leadership strategies entail self-observation, goal setting, self-reward, self-punishment, and cues. Self-observation refers to one's awareness of how, when, and why they engage in specific behaviors. Moreover, it entails that people escalate their awareness of why they display certain behavior. Being aware of yourself assist in overcoming the display of effective but unproductive behavior. Goal setting helps in energizing the efforts necessary to accomplish the goals. Self-rewards refers

to mentally praising oneself for a job well done. In contrast, self-punishment entails receiving mixed to negative support as a self-leadership strategy.

Natural reward strategies are meant to improve intrinsic motivation that is very important for performance. This strategy assists individuals to build enjoyable features in their activities to make tasks more rewarding. Individuals can apply natural rewards by shifting the cognitive focus to the intrinsically rewarding aspects of the task.

Constructive thought leadership strategies entail, visualizing successful performance, engaging in positive self-talk, and examining individuals' beliefs and assumptions. These strategies are employed to align cognitions with the desired behavior.

In a nutshell, self-leadership is conceptualized as more intrinsically motivated and includes scales such as: building natural rewards into work, choosing pleasant environment, building naturally rewarding activities into work, focusing on pleasant aspects of work, and focusing on natural rewards rather than on external rewards.

Question 6

Attributes of passive or ineffective leaders.

Authoritarianism - authoritarian and achieve obedience and submission, by commanding, ridiculing, yelling at, lying to, or humiliating, all of which result in perceptions of hostility among their followers. They intimidate employees to make them work, they are aggressive and gets angry quickly. They blame employees when things go wrong.

Egoistic – They emphasize their personal goals at the expense of the organization and its followers. They emphasize their interests more than the interests of employees and the company

They foster identification with themselves, but not with the vision and the goals of the organization. such destructive leaders typically use impression-management and self-promotion and are more concerned with building support for themselves

They control rather than empower their followers in that they do not explain things to employees but Keeps information to themselves. They do not trust employees. They demotivate employees, offends employees, and make them defensive. They are not

concerned about employees' careers. They do not let employees improve themselves

They popularize themselves by setting low goals and do not account for certain decisions and actions.

They intervene in the daily business of subordinates while ignoring strategic tasks

The consequences of abusive supervision

While positive leadership style such as transformational leadership achieves psychological safety amongst the employees or followers, the opposite is true concerning passive leadership which always result in the following;

Employees' unfavorable attitudes toward the job and the organization which shows by the lack of commitment where employees do just enough to be out of trouble. Employees' jobs do not offer any challenges. Employees can easily leave the company should job opportunities arise elsewhere. The labour turnover is high the human capital competitiveness is low.

Resistance behavior by employees who do not trust the leadership and is in constant fear of leadership abusive behavior

Aggressive and deviant work behavior is the direct result of the bad example set by leadership.

Lower performance contributions by employees who are not empowered, motivated, and rewarded to do more.

Diminished psychological well-being which shows in employees' poor teamwork, internal and external relationships, and ultimately on the physical well-being of employees were depression and other stress-related ailments set in leading to increased absenteeism by the subordinates.

Reduced family well-being where the negative work environment-induced behavior is extended to the home where the family members will be affected. A subordinate of an abusive leader is likely to be abusive at home to his family members

Question 7

Substitute of leadership can be defined as a wide variety of individual, task, and organizational characteristics identified as factors that influence the relationship between a leaders' behavior and a subordinate's job satisfaction. The substitute leadership variables in the subordinate dimension include individual ability, experience, training and knowledge, indifference toward organizational rewards, professional orientation, and need for independence. Thus the task and organizational dimensions that serve as a substitute of leadership are as follows:

Variables in the dimension of the task are intrinsically satisfying, and can provide their feedback concerning accomplishment and can also be unambiguous and routine. These variables enhance the subordinate's performance on duty to enable him or her to work independently from the leader. Moreover, it also helps the experienced employees to master the art of executing their duties. This reduces the need for the presence of a leader at their workplace. Leaders do have to trust inexperienced employees as they can be motivated intrinsically by accomplishing a task.

The variables in the dimension of an organization are formalization, inflexibility, close-knit, cohesive workgroups, peer support, the spatial distance between superiors and subordinates, as well as organizational rewards not within the leader's control.

Formalization in the organization may be referred to as the extent to which an organization's policies, procedures, job descriptions, and rules are written are explicitly articulated. Inflexibility in the organization happens when the organization is rigid or not capable of being when conditions on the ground demand so. The organization cannot adapt to change. An organization should always be bounded to its partners and other supporting stakeholders to grow up in a close-knit family. Organizational rewards are concerned with the selection of types of rewards to be used by the organization. The rewards may be both intrinsic and extrinsic.

Training and knowledge go hand in glove with individual ability. Well trained followers need the intervention of their leaders on rare occasions. Employees can do their tasks effectively and efficiently, thereby reducing the constant presence of leaders.

Professional orientation also affects the need for leadership involvement as professional employees do their work to achieve self-motivation. Also, highly professional employees have a higher degree of independence.

Question 8

There is an African idiom that is rooted within the philosophy of Ubuntu that says, “it takes a village to raise a child”. This idiom implies that from the very early stage of growing up, the community must play a crucial role in molding a child into a future important member of the community. This idiom also implies that a child is born for the good of the community and not necessarily for a particular family from which the child was born and bred. There is also an African idiom that says “Umuntu ngumuntu nga Bantu” meaning a person is a person because of other persons. This is an Ubuntu value that is instilled in children by the community as they grow up by seeing how the grown-ups live for one another and even sacrifice certain things for the benefit of others without expecting anything in return. Everybody in the community just feels he is compelled to live for the next person or the community at large and putting other people’s interests before his own. This brings Africans together in a collectivist cultural approach. And it can ultimately be translated into Ubuntu's collectivist culture of interdependence, trust, and consensus. The culture of “no one is better than all of us”

The organizational systems, structures, and processes

In an organizational setting, there cannot be everybody equal to everybody as is the case in African communities. Centralization is required for planning, decision making, and accountability. However, the Ubuntu philosophy can bear the best business results if it were to be applied in teams. This can be implemented by recognition of teams not necessarily individuals in view that the good performance was made possible by all members in the team and without the team effort, the good performance was not going to be possible. The task allocation must be given to the team. The team must decide who does what in the team according to their strengths. The performance appraisal for the team must be done by the organization but for individuals in a team must be done by the team itself. This would eliminate rivalry between team members competing to be the best and elevate the team performance in recognition that everybody is important in the team and not necessarily, “so and so is better than all of them, without him the team will be dead.”