

Requirements for this paper:			
Answer scripts	☒	Multi-choice cards (A5)	☐
Attendance slips (Fill-in paper)	☐	Multi-choice cards (A4)/	☐
Scrap paper	☐	Graph paper	☐

Calculators/Sakrekenaars:	No
Other resources:	
Notes	
Articles	
Transparencies	

Type of Assessment: Exam Paper: 1st opportunity

Qualification: MBA

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Module description: Leadership / Leierskap

Max 100

Examiner: Prof LTB Jackson

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Internal Moderator: Prof Y Du Plessis

Time: 09:00

External Moderator: Prof R Steyn

Submission of answer scripts/Inhandiging van antwoordskrifte: eFundi

Instruction

Answer **ALL** questions

1. What are *the differences* between a transactional and transformational leader? (6)

Transactional vs Transformational Leadership

<u>Categories</u>	<u>Transactional</u>	<u>Transformational</u>
Leader's source of power	Rank, position	Character, competence
Follower reaction	Compliance	Commitment
Time frame	Short term	Long term
Rewards	Pay, promotion, etc.	Pride, self-esteem, etc.
Supervision	Important	Less important
Counseling focus	Evaluation	Development
Where change occurs	Follower behavior	Follower attitude, values
Where "leadership" found	Leader's behavior	Follower's heart

The difference between

Boss | Leader

Demands	Coaches
Relies on authority	Relies on goodwill
Issues ultimatums	Generates enthusiasm
Says "I"	Says "We"
Uses people	Develops people
Takes credit	Gives credit
Places the blame	Accepts blame
Says "Go"	Says "Let's go"
My way is the only way	Strength in unity



HIGHER PERSPECTIVE

COURAGE · REVEAL · TRANSFORM

2. **Charismatic leadership** is basically the method of encouraging particular behaviours in others through eloquent communication, persuasion and force of personality. Describe the three step process that they follow to achieve this. In other words, **how do they** encourage particular behaviour? (12)



3. Read carefully through the text below and answer the question that follows based on the text.

Mahatma Gandhi is revered the world over as one of history's most transformative and inspirational figures. Throughout his life in South Africa and India, Gandhi was a fearless campaigner for the rights and dignity of all people, whose constant and unwavering promotion of non-violence as a tool to win over hearts and minds has forever left its mark on the world.

However, the man known today for his calm, courage and compassion in the face of oppression was not always comfortable before the crowds. Born Mohandas Karamchand Gandhi in Porbandar, India in 1869 — he was later nicknamed "Mahatma," for "great soul" — the spiritual leader and father of Indian independence in fact suffered for much of his life from an acute fear of public speaking. Gandhi's glossophobia, as it's known, was so severe that when he faced a judge for his first court case as a young lawyer, he froze and fled from the courtroom in a panic.

Over time, Gandhi managed not only to overcome his fears, but to turn them to his advantage. His unease at speaking made him an excellent listener, whose humility and empathy allowed him to channel the dreams and aspirations of the masses. His hesitancy with words taught him the power of

saying more with less — and today, these words, inflected with the heart and wisdom that have made him an international icon, continue to inspire countless millions across the globe.

Here are some of Mahatma Ghandi quotes that will inspire you:

- “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.”
- “A man is but a product of his thoughts. What he thinks he becomes.”
- “I will not let anyone walk through my mind with their dirty feet.”
- “Nobody can hurt me without my permission.”
- “Happiness is when what you think, what you say, and what you do are in harmony.”
- “The weak can never forgive. Forgiveness is an attribute of the strong.”
- “An ounce of practice is worth a thousand words.”
- “A coward is incapable of exhibiting love; it is the prerogative of the brave.”
- “Live as if you were to die tomorrow. Learn as if you were to live forever.”
- “Freedom is not worth having if it does not include the freedom to make mistakes.”
- “Service which is rendered without joy helps neither the servant nor the served.”
- “If we are to teach real peace in this world, and if we are to carry on a real war against war, we shall have to begin with the children.”
- “The best way to find yourself is to lose yourself in the service of others.”
- “In a gentle way, you can shake the world.”
- “If I have the belief that I can do it, I shall surely acquire the capacity to do it even if I may not have it at the beginning.”
- “Hate the sin, love the sinner.”
- “Glory lies in the attempt to reach one’s goal and not in reaching it.”
- “Whenever you are confronted with an opponent, conquer him with love.”
- “Permanent good can never be the outcome of untruth and violence.”
- “The future depends on what you do today.”
- “To give pleasure to a single heart by a single act is better than a thousand heads bowing in prayer.”
- “Earth provides enough to satisfy every man’s needs, but not every man’s greed.”
- “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.”
- “Strength does not come from physical capacity. It comes from an indomitable will.”
- “You don’t know who is important to you until you actually lose them.”

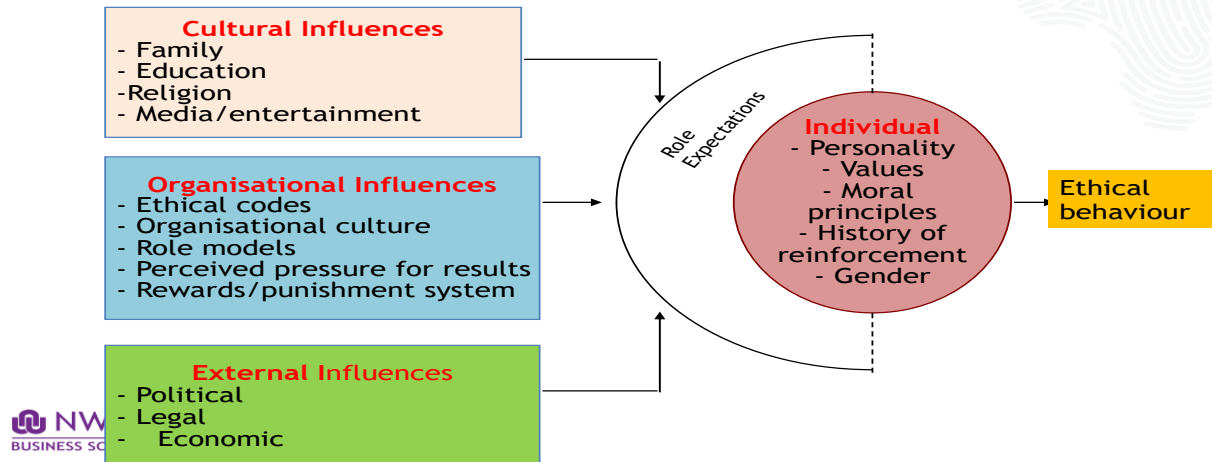
- “I object to violence because when it appears to do good, the good is only temporary; the evil it does is permanent.”
- “You may never know what results come of your actions, but if you do nothing, there will be no results.”
- “I cannot conceive of a greater loss than the loss of one’s self-respect.”
- “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.”
- “The greatness of humanity is not in being human, but in being humane.”

Many perceive Gandhi as one of the best servant leaders ever. Use your interpretation of any of his quotes above and linked it to the *behavioural dimensions of servant leadership according to Van Dierendonck (2011)*. Use the table below to make your point clear. **(15)**

Servant leadership behaviour according to Van Dierendonck (2011)	Quote of Gandhi	Your interpretation of the quote
Interpersonal acceptance		
Providing direction		
Empowering / developing people		
Standing back		
Accountability		
Forgiveness		
Courage		
Authenticity		
Humility		
Stewardship		

4. Ethical leadership seems to be the solution to the frequent and prominent newspaper headlines on corruption in the private and public sector in South Africa. Provide line managers with advice on the **factors that influence ethical behaviour** (using a graphical representation). In addition, provide **recommendations for improving an organisation’s ethical climate**. **(15)**

A Model of Ethical Behaviour in the Workplace



Recommendations to improve an organisations ethical climate:

- "Behave ethically yourself
- Screen potential employees
- Develop a meaningful code of ethics
- Provide ethics training
- Reinforce ethical behaviour
- Create structural mechanisms to deal with ethics.

5. Self-leadership is described as the process of influencing oneself to perform more effectively. This line of research has attracted a significant amount of attention over the past decades (Neck and Houghton, 2006). Discuss the **various strategies** that can be **used for self-leadership**. (12)

Behaviour focussed strategies

- Self-goal setting
- Self-reward
- Self-punishment
- Self-observation
- Self-cueing

Natural reward strategies

Constructive thoughts strategies

- Visualizing
- Successful performance
- Self-talk
- Evaluating beliefs and assumptions

6. Recent we notice a growing body of research that are interested in the dark side of leadership. This is actually a reflection of a broader critical thinking movement in organisational sciences (Griffin and O'Leary-Kelly, 2004), where scholars have studied injustice, political behaviour, aggression and unethical behaviour. This area of leadership includes topics such as destructive leadership (Schaubroeck et al., 2007). Studies on destructive leaders have typically examined the characteristics of such leaders and personal as well as situational characteristics that promote the emergence of destructive leaders. Discuss the 6 **attributes of destructive leaders** as well as the **personal and situational characteristics** that **facilitate the occurrence of such leadership behaviour**. (20)

Attributes of destructive leaders

- Is not candid / open / honest / truthful / sincere / forthright / up-front / straightforward
- Does not explain things to employees;
- Keeps information to himself or herself,
- Blames employees when things go wrong
- Intimidates employees to make them work / is aggressive / tough / intimidating / gets angry quickly
- Is disrespectful to employees / humiliates employees
- Does not trust employees
- Demotivates employees
- Offends employees / makes them defensive
- Is unconcerned about employees' careers;
- Does not let employees improve themselves
- Does not treat employees as individuals;
- Treats them as if they are replaceable
- Emphasizes his or her interests more than interests of employees and the company;
- Is not committed to his or her job, team, or employees
- Keeps employees under pressure
- Prevents subordinates' contact/relations with upper management

Seven personal characteristics:

- a) narcissism,
- b) fear,
- c) outcome uncertainty,
- d) power motives,
- e) object beliefs,
- f) negative life themes, and
- g) lack of self-regulation

(Mumford, O' Connor, Clifton, Gessner, Johnson, Connelly, & Zaccaro, 1993; Mumford, Costanza, Connelly, & Johnson, 1993; Mumford, Connelly, Helton, Strange, & Osburn, 2001).

The situational variables that have been identified are

- a) alienation,
- b) non supportive family,
- c) negative role models,
- d) life stressors,
- e) competitive pressures,
- f) exposure to negative superiors or peer groups, and
- g) financial need of the individual (Gessner, O'Connor, Mumford, Clifton, & Smith, 1995; Mumford et al., 2001).

7. The term substitutes of leadership refers to a wide variety of individual, task, and organizational characteristics identified as factors that influence the relationship between a leader's behaviour and a subordinate's job satisfaction (Kerr & Jermier, 1978). List the variables in the **individual dimension** that could serve as substitutes of leadership and advice line managers on how **unambiguous, routine, and methodologically invariant tasks** could replace the physical presence of leaders. **(10)**

The variables in the subordinate dimension are as follows:

- individual ability,
- experience,
- training, and knowledge;
- indifference toward organisational rewards;
- professional orientation;
- need for independence.

Unambiguous, routine, and methodologically invariant tasks

- On my job there is little doubt about the best way to get the work done.
- Because of the nature of the work I do, I am often required to perform routine tasks.
- Because of the nature of my work, at the beginning of each work day I can predict with near certainty exactly what activities I will be performing that day.
- There is really only one correct way to perform most of my tasks.
- My job duties are so simple that almost anyone could perform them after a little bit of instruction and practice.
- It is not so hard to figure out the correct approach to most of my work problems

8. Central to Afrocentric management is the concept of Ubuntu - the community concept of management. Ubuntu is not a management style or a business technique, but an epistemology, a humanistic philosophy - an African humanism, which focuses on people and provides some guidelines for leadership style and management practices. Ubuntu, literally translated, means: *"I am because we are"*. It is an expression of our collective person-hood and collective morality. Using the critical perspective on leadership and discuss how 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. (10)

Ubuntu Value	Organisational system / structure / process	Impact
Love Dignity Unconditional Respect	Values	Development of shared vision and values On constant display: affirmed through ceremonies and symbols
Trust	Leadership and Communication	Participative governance systems Leaders live the values Open communication Providing opportunities for open communication Transparency Participation
Community	Collective stewardship	Awareness of broader stakeholder interests Rewards and pay linked to the community/collective Benefit systems recognize importance of extended family/community, e.g., medical aid dependents, pension beneficiaries, training and develop opportunities for family, access to other perks
Diversity	Recruitment and Selection	Value differences Access to equal opportunities Team composition

Total

[100]