

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

Calculators:	No
Other resources:	
Notes	Yes
Articles	Yes
Transparencies	Yes

Type of Assessment: Exam Paper: 2nd opportunity

Qualification: MBA

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Module description: Leadership

Max 100

Examiner: Prof LTB Jackson

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Internal Moderator: Prof Y Du Plessis

Time: 08:00 – 14:00

External Moderator: Prof R Steyn

Submission of answer scripts/Inhandiging van antwoordskrifte: eFundi

Instruction

Answer **ALL** questions

1. Read carefully through the text below and answer the question that follows based on the text.
Martin Luther King Jr. was born in Atlanta, Georgia on January 15th, 1929. He was a pivotal advocate for African Americans during the Civil Rights Movement in the United States.

King experienced racism from an early age, and those events stayed with and eventually brought him to a life of activism. After graduating college with a doctorate degree in theology, King became a pastor in Alabama. He began a series of peaceful protests in the south that eventually changed many laws dealing with the equality of African Americans. King gave hundreds of moving speeches across the country, and in 1964 was awarded the Nobel Peace Prize.

On April 4th, 1968, Dr. King was shot and killed while in Memphis, Tennessee. Although his life ended that day, the work that he had accomplished changed the (US) nation. King will be remembered not only for his commitment to the cause of equality for African Americans but also for his profound speeches that moved so many. His words were spoken with hope that the future for African Americans would be brighter and that they would finally be given the equality they deserved. What follow are but just a few of his many famous quotes that inspire still.

- "Property is intended to serve life, and no matter how much we surround it with rights and respect, it has no personal being. It is part of the earth man walks on. It is not man."
- "There comes a time when one must take a position that is neither safe nor politic nor popular, but he must take it because his conscience tells him it is right."
- "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 interrelated structure of reality."
- "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."
- "Science investigates; religion interprets. Science gives man knowledge, which is power; religion gives man wisdom, which is control. Science deals mainly with facts; religion deals mainly with values. The two are not rivals."
- "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."
- "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 interrelated structure of reality."
- "History will have to record the greatest tragedy of this period of social transition was not the strident clamor of the bad people, but the appalling silence of the good people."
- "Life's most persistent and urgent question, 'What are you doing for others?'"
- "Never succumb to the temptation of bitterness."
- "Our lives begin to end the day we become silent about things that matter."

Many perceive the late Dr King as one of the best examples of a charismatic leaders. Use your interpretation of any of his quotes above and linked it to the *behavioural dimensions of charismatic leadership according to the model of Conger and Kanungo (1987, 1988)*. Use the table below to make your point clear. (12)

Charismatic leadership behaviour according to Conger and Kanungo (1987, 1988).	Quote of Dr King Jr	Your interpretation of the quote

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? **(6)**

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 Gandhi 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 Brown et al., (2005)*. Use the table below to make your point clear.

Servant leadership behaviour according to Brown et al., (2005)	Quote of Gandhi	Your interpretation of the quote

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)

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)

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 passive / ineffective leadership and abusive supervision. Studies on passive / ineffective leadership and abusive supervision 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 the passive / ineffective leaders** as well as the **consequences of abusive supervision** (20)

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 and explain the variables in the task and organisational dimensions that could serve as substitutes of leadership. (10)

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 *"interdependence and a learning culture / spirit"*, *"Trust"*, *"Consensus"* 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)

Total

[100]