

MBAD 821: Individual Assignment 2020

Background and Briefing

Prior research has proved that employee well-being is affected not only by the physical work environment, but also by the psychosocial work environment (Gilbreath & Benson, 2004). As summarized by Sparks, Faragher, and Cooper (2001), **management/leadership style** is one of the four main psychosocial work environment issues that are of current concern for employee well-being and occupational health in the 21st-century workplace. The focus has been on managers because they can be a major influence on employees' work lives, positively or negatively, since supervisors have a large impact on work demands, control, and social support (e.g. Gilbreath & Benson, 2004; Harris & Kacmar, 2006).

Furthermore, in line with the development of positive psychology (Peterson, 2006; Seligman & Csikszentmihalyi, 2000; Snyder & Lopez, 2002), there has been more emphasis on healthy work which implies promotion of both psychological and physical well-being (Seligman, 2008; Turner, Barling, & Zacharatos, 2002). Specifically, a body of knowledge about positive leadership is advocated (Sivanathan, Arnold, Turner, & Barling, 2004; Turner et al., 2002). It is argued that positive leadership, which comprises positive attitudes of passion, skills, and confidence to inspire followers, has the potential to elevate followers in the long term in areas such as trust, commitment, and well-being. Munyaka, Boshoff, Pietersen and Snelgar, (2017) found a strong positive relationship between authentic leadership, psychological capital, psychological climate and team commitment. Authentic leadership has a significant influence on psychological capital and psychological climate. This results in a positive impact on employees' performance. However, the opposite is also true where managers apply dark leadership, which is adversely to positive leadership styles. Toxic leadership is destructive and harmful for employees and organisations.

Assignment Instruction

Given the information provided above ask 10 co-workers to:

1. Think about and report a time in your career when ***you have prospered*** (flourished, thrived, grown, or succeeded) at work. Explain, using concrete examples, the role that your leader (direct supervisor or manager) played that enabled you to feel this way.
2. Think about and report a time in your career when you were ***feeling very down*** (depressed, miserable, unhappy and despondent) at work. Explain, using concrete examples, the role that your leader (direct supervisor or manager) played that enabled you to feel this way.

For your results section of the report focus on summaries the behaviour, skills, attitudes and abilities of the leader.

Your assignment layout/report

Your report, including references should adhere to the following structure

- Introduction
- Research methods
- Literature/Theoretical review
- Results
- Practical implications
- Conclusion
- Reference list

Please submit your report (with the original responses and a consent form from respondents) as appendix on E-Fundi with the heading data for and individual assignment MBAD 821 on or before the due date for your campus.

INFORMED CONSENT STATEMENT

NORTH-WEST UNIVERSITY: MBA-Leadership research

RESEARCHER: _____

Cell: _____

E-mail: _____

Dear respondent,

This **Informed Consent Statement** serves to confirm the following information as it relates to the academic business science MBA Leadership Module and subsequent research on Leadership on the African continent and more specifically in South Africa:

1. The purpose of this study is to obtaining information from employees about **leadership on the African continent, especially in South Africa.**
2. The procedure to be followed is that of a qualitative research design, using open ended questionnaire whereby respondents are given the opportunity to communicate their views on the noted topic. Basic background information such as age, gender, educational attainment and industry will be asked as part of the questionnaire.
3. The estimated completion time for the questionnaire is 30 minutes
4. If at any point during the completion of the open ended questionnaire, the respondent should feel uncomfortable, the respondent will have the opportunity, to make their discomfort known and immediately end his/her participation.
5. It should also be emphasised that participation in this study is on a **voluntary basis and with the consent of the respondent without any form of coercion.**
6. **The confidentiality, anonymity and privacy of respondents are guaranteed.**
7. A summarised copy of the final dissertation will be made available to the respondents on request.

.....
I,..... (name and surname), hereby declare that I have read and understood the content of the Informed Consent Statement, and give my full consent to to use the information from the questionnaire in her MBA assignment and leadership research.

Name and designation	Signature	Date
Researcher:		
Respondent		

MBAD 812 Leadership Individual assignment 2020

Section	Maximum	Mark
Introduction	2.5	
Literature review	5	
Research paradigm, approach and design	10	
Sample characteristics	2.5	
Data gathering method	2.5	
Data analysis	2.5	
Results	10	
Managerial implications	5	
Limitations	2.5	
Recommendations	5	
References	2.5	
Total	50	