

**BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING**

**In collaboration with  
ZIMBABWE OPEN UNIVERSITY**

**BACHELOR OF COMMERCE HUMAN RESOURCE MANAGEMENT &  
INDUSTRIAL RELATION**

**LEADERSHIP IN ORGANISATIONS**

**LO 222**

**SESSIONAL EXAMINATION**

**TIME ALLOWED: 3 HOURS**

**Marks – 100**

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**Instructions:**

1. The examination consists of **Four** sections: A, B, C and D.
2. Begin each answer to a new question on a new page.
3. Answer questions according to instructions given in each section.
4. Write answers in the answer booklet provided.
5. Write in grammatical English.

**SECTION A MULTIPLE CHOICE QUESTIONS**

**[20 MARKS]**

**Answer ALL questions. Each question carries ONE (1) mark.**

**Choose the best answer from the given alternatives.**

1. An effective modern leader can be considered as \_\_\_\_\_.
  - A. An organisational individual with exceptional values, outstanding communication skills, high degree of confidence, respect and effectively
  - B. An individual who is mostly good at planning effectively
  - C. An individual who is intelligence who can develop good controls
  - D. An individual who always dictates what organisations should do
  
2. Which of the following is a leadership trait?
  - A. How a leader leads
  - B. The leadership style adopted by a leader
  - C. A distinguishing quality or characteristic, typically one belonging to a person.
  - D. The leadership quality of a leader.
  
3. A combination of Emotional intelligence characteristics may include \_\_\_\_\_.
  - A. Self-Awareness
  - B. Self-Regulation
  - C. Risk taking
  - D. A and B
  
4. Leaders with a high degree of emotional intelligence normally \_\_\_\_\_.
  - A. Prioritise their goals in the work place
  - B. They know themselves very well, and they're also able to sense the emotional needs of others.
  - C. They know the needs of their supervisors and they have potential to correct them
  - D. They are very intelligent as they challenge almost all wrong decisions made by employees

5. Leaders competency can best be known as \_\_\_\_\_.
- A. Leadership motivation
  - B. Leadership's vision and organisational direction
  - C. Leadership ability to set strategic goals
  - D. Leadership ability to do something successfully or efficiently.
6. A leadership style consists of \_\_\_\_\_.
- A. The leader's behaviour and is different from the trait and skills approach
  - B. The leader's attitudes towards incompetent employees
  - C. The leader's influence when there is a conflict among employees
  - D. The leader's ability to influence supervisors
7. Leadership characteristics that refer to how an individual interprets and reacts to tasks, resulting in different patterns of cognition, affect and behaviour is best described as \_\_\_\_\_.
- A. Participation-oriented
  - B. Task-oriented
  - C. Achievement-oriented
  - D. People-oriented
8. A leadership behavioural approach in which the leader focuses on the tasks that need to be performed in order to meet certain goals, or to achieve a certain performance standard is best-described as \_\_\_\_\_.
- A. Participation-oriented
  - B. Task-oriented
  - C. Achievement-oriented
  - D. People-oriented

9. Following is a list of some of the most modern leadership styles theories in management

\_\_\_\_\_.

- A. Servant, transformational, contingency and transactional
- B. Autocratic, laissez-faire, democratic, participatory
- C. Autocratic, transformational, contingency, participatory
- D. Servant, autocratic, laissez-faire, participatory

10. A leadership style which is positively related to outcome variables like employee performance, self efficacy, motivation and organisational performance is called

\_\_\_\_\_.

- A. Transformational leadership
- B. Contingency leadership
- C. Transactional leadership
- D. Charismatic leadership

11. A leadership style theory that claims that there is no best way to organize a corporation, to lead a company, or to make decisions, "it all depends" is best-described as \_\_\_\_\_.

- A. Transformational leadership
- B. Contingency leadership
- C. Transactional leadership
- D. Charismatic leadership

12. \_\_\_\_\_ leadership is a style of leadership in which leaders promote compliance by followers through both rewards and punishments.

- A. Transformational leadership
- B. Contingency leadership
- C. Transactional leadership
- D. Charismatic leadership

13. Which of the following are some of the sources of leaders' power?

- A. Reward

- B. Expert
  - C. Both A and B
  - D. A only
14. Cross-cultural work force diversity is encouraged by \_\_\_\_\_.
- A. Providing special on-the job workshops to raise diversity awareness among employees
  - B. Widening recruitment nets
  - C. Implementing a fair recruitment selection criteria
  - D. All of the above
15. Which of the following situations best describe characteristics of charismatic power?
- A. Leader can be powerful as a result of their ability to punish staff who do not comply with instructions
  - B. Leader is able to earn power because of their ability to influence their subordinates
  - C. Leader earns power because of their expert and skills background.
  - D. Leader can earn power due to the rewards he accords staff who comply with instructions
16. Which of the following leader's characteristics best describe expert power?
- A. Leader earns power because subordinates trust him/her
  - B. Leader earns power because of their expert knowledge
  - C. Leader earns power since they can punish staff who do not comply with instructions
  - D. Leader earns power as a result of their position in the organisation
17. What are leaders' main activities when coaching?
- A. Training employees to behave well at work ✓
  - B. Directing employees to behave well at work ✓
  - C. Communicating effectively with employees ✓
  - D. Giving advice, direction or information to improve employees performance
18. Counseling is one of the main activities done by successful leaders. In your view what is

counseling?

- A. It is a process of informing and controlling employees' bad behaviours
- B. It is a process of understanding employees' challenges affecting their work performance.
- C. It is a process of helping someone understand and resolve a problem him/herself by displaying understanding
- D. It is a process of directing employees who don't understand organisational strategic direction.

19. \_\_\_\_\_ leaders accomplish goals by sharing power with organisational members to achieve mutual goals, rather than operating through a hierarchical top-down leadership.

- A. Authentic
- B. Autocratic
- C. Transformational
- D. Transactional

20. One of the main challenges encountered by leaders due to the global village include?

- A. Cross-cultural or multi-cultural related factors
- B. Micro and macro-environmental factors
- C. Climatic changes
- D. The developed nations influence

**SECTION B - TRUE /FALSE QUESTIONS**

**[10 marks]**

**Answer All Questions in this Section**

**State whether each of the Following is True or False**

1. Leadership is an art of getting things done and is only necessary in the private sector.
2. Fiedler Contingency Model is not one of the theories of leadership commonly applied in the real world.
3. Botswana organisations likely to survive in the current environment are those, which advocate transformational and global leadership styles.
4. People oriented leadership style believes in that organisational activities or tasks are the most vital for organisational success.
5. Authentic and global leadership styles are some of the modern leadership theories.
6. Successful leaders are those with strategies and policies that succeed regardless whether employees are motivated or not.
7. Motivation is no longer an issue among most leaders as most employees use what's-up when they are stressed.
8. Employees' recognition and involvement have been scientifically proved not to influence one's motivation level.
9. Micro and not macro environmental variables are the necessary for any leader success or failure.
10. There is need for modern leadership to be flexible as they should adopt and adapt to multi cultural challenges brought by the global village.

**SECTION C - SHORT ANSWER QUESTIONS**

**[20 Marks]**

Most management graduates have difficulties in differentiating authority and power. Assist by explaining the difference between the two if any **(20 marks)**

**SECTION D -ESSAY-TYPE QUESTIONS**

**[50 MARKS]**

**Answer any two questions from this section**

**Question 1: Leadership styles in action (25 marks)**

**Read the following extract and then answer the questions below.**

Although each person will have their own preferred leadership style, the most effective leaders adopt a style appropriate for the situation. They will consider several factors in deciding which style to use:

- A. The task - Is it business critical? Must a decision be made immediately? What will be the potential impact on the business?
- B. The team - Does it have the right skills and resources? Is it used to making decisions?
- C. Tradition - What has been the norm in the past?

For example, Martin uses a more authoritarian style if something needs achieving in a particular way or in a very quick timeframe. Sometimes budgets need to be reduced quickly in order to make cost savings. Martin will tell managers what needs to be done and by when, so that they can then resubmit their budgets in line with expectations.

Stephen regards inspiring, guiding and influencing his staff as an important part of his role. Sometimes he may need to inform his teams about a new in-store innovation or corporate initiative. Even though this is a 'tell' situation, Stephen aims to 'sell' the idea. He tries to ensure that staff understands why it is necessary. If his people are able to give their opinions, it is more likely that they will readily support the initiative.

Managers have to be aware of the possible consequences of using the wrong style in a particular situation.

For example, Berian would not adopt a laissez-faire approach with a new member of the bakery team. If the employee is not given proper instruction before operating the baking equipment, the bread might be overcooked. Employees might also injure themselves if they don't use the equipment properly. In this situation, it is essential to adopt a 'tell' approach. Adapted from:

<http://businesscasestudies.co.uk/tesco/developing-appropriate-leadership-styles/leadership-styles.html>

**Task**

- a) Identify factors that should be considered by leaders in an effort to adopt a particular leadership style **(10 marks)**
- b) Explain leadership styles adopted by Martin and Stephen **(10 marks)**
- c) As lessons from the case study, identify a leadership style that you may avoid in some situations. **(5 marks)**

**Question 2**

**(25 marks)**

**Read the following extract and then answer the questions below.**

**Case study 2: Leadership Demands**

Laura is the Associate Director of a non-profit agency that provides assistance to children and families. She is the head of a department that focuses on evaluating the skill-building programs the agency provides to families.

She reports directly to the agency leadership. As a whole, the agency has been cautious in hiring this year because of increased competition for federal grant funding. However, they have also suffered high staff turnover. Two directors have left, as well as three key research staff, and one staff person from the finance department.

Laura has a demanding schedule that requires frequent travel; however she supervises two managers, who in turn are responsible for five staff members each. Both managers have been appointed within the last six months

**Manager 1:** Kelly has a specific background in research. She manages staff who provides research support to another department that delivers behavioural health services to youth. Kelly supports her staff and is very organized; however, she often takes a very black and white view of issues. Upper level leadership values Kelly's latest research on the therapeutic division's services. Kelly is very motivated, driven, and expects the same from her staff.

**Manager 2:** Linda has a strong background in social science research and evaluation. She

manages staff that work on different projects within the agency. She is known as problem solver and is extremely supportive of her staff. She is very organized and has a wealth of experience in evaluation of family services. Linda is very capable and can sometimes take on too much.

The managers are sensing that staffs are becoming over-worked as everyone takes on increased responsibilities due to high staff turnover. Staffs have also mentioned that Laura's "glass half-empty" conversation style leaves them feeling dejected. In addition, Laura has not shared budgets with her managers, so they are having difficulty appropriately allocating work to staff. Laura said she has not received sufficient information from the finance department to complete the budgets. The finance department said they have sent her all the information they have available.

As staff becomes distressed, the managers are becoming frustrated. They feel like they are unable to advocate for their staff or problem solve without key information like the departmental budget.

**Adapted from: [https://cyfar.org/ilm\\_8\\_casestudy1](https://cyfar.org/ilm_8_casestudy1)**

Task

- a) How can Laura most effectively use both management and leadership skills in her role as associate director? **(10 marks)**
  
- b) Discuss the leadership style(s) and which of the leadership styles do you think would work best in this setting? **(15 marks)**



Question 3

(25 marks)

Read the following extract and then answer the questions below.

Mathatha-a-rona-maphakela an emerging entrepreneur, graduated with an honors degree (Business Management), in year 2015, has good reputation with his banker since he always services his debt on time. Since he commenced his own venture in January 2016, all his projects collapsed at introduction stages. Almost all his workers ran away without notice, the venture production levels are far much below any expectations. This entrepreneur does not know how his workers should report and how they can be retained at work. Advise this upcoming entrepreneur:

1. By defining the following terms that could assist in leading his business:

- A. Competences
- B. Division of labor
- C. Chain of command
- D. Span of control           **(10 marks)**

2. There is always some confusion between achievement and task oriented leadership orientations. Discuss the similarities or differences between the two. **(15 marks)**

**END OF EXAMINATION**