

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

Marks – 100

TIME ALLOWED: 3 HOURS

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 alternatives given.

1. According to the path-goal theory, a leader who consults with employees and uses their suggestions before making a decision is referred to as _____.
 - A. Supportive
 - B. Institutional
 - C. Directive
 - D. Participative

2. Another contingency model of leadership is the path-goal theory. This suggests that subordinates will see leadership behaviour as a motivating influence if _____.
 - A. Their effective performance will satisfy their needs.
 - B. The necessary direction, guidance, training and support are provided.
 - C. Path-goal relationships are clarified.
 - D. All the above.

3. Hersey and Blanchard present a form of situational leadership based on the _____ of the people the leader is attempting to influence.
 - A. Readiness
 - B. Intelligence
 - C. Personality

- D. Motivation
4. Which of the following is *not* generally regarded as a characteristic of charismatic leadership?
- A. Vision and the ability to articulate the vision
 - B. Attention to detail.
 - C. Self-confidence.
 - D. Behavior that is out of the ordinary.
5. The leadership behaviours identified by the path-goal theory are_____.
- A. Supportive, achievement-oriented
 - B. Supportive, directive, participative, achievement-oriented
 - C. Achievement-oriented, humanistic
 - D. Participative, goal-oriented, supportive
6. Transactional leaders usually_____.
- A. Inspire followers to exert extra effort towards achieving group goals.
 - B. Change the awareness of followers by helping them to look at old problems in new ways.
 - C. Motivate their followers through the clarification of role and task requirements.
 - D. Pay attention to the concerns and developmental needs of individual followers.
7. Kurt Lewin explored which of the following three leadership styles?
- A. Autocratic, democratic and laissez faire.
 - B. Autocratic, high, and democratic.



- C. Democratic, autocratic, employee-oriented.
- D. Employee orientation, democratic and laissez faire.
8. Which of the following qualities did the University of Michigan Institute for Social Research find in effective supervisors?
- A. Delegation of authority.
- B. Participative problem solving.
- C. An interest and concern for subordinates.
- D. All the above.
9. Leadership behaviour identifies which four main styles of leadership by the manager?
- A. Tells, helps, joins and leads.
- B. Commands, sells, consults and resists.
- C. Commands, helps, joins and leads.
- D. Tells, sells, consults and joins.
10. Contingency theories of leadership are based on the belief that _____.
- A. There is a single style of leadership appropriate to all managers.
- B. There is a single style of leadership appropriate to all situations.
- C. There is no single style of leadership appropriate to all situations.
- D. None of the above.
11. When determining the most appropriate form of leadership, which of the following should be considered?



- A. The work environment.
- B. The group.
- C. The manager.
- D. All the above.
12. Sometimes leadership may not be important. _____ make(s) it impossible for leader behaviour to make any difference to subordinate outcomes.
- A. Task structure
- B. Externalities
- C. Neutralizers
- D. Participation
13. The type of leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements are _____.
- A. Charismatic leaders
- B. Transformational leaders
- C. Employee-oriented leaders
- D. Transactional leaders
14. Which of the following is not a characteristic of a transformational leader?
- A. Treats all employees collectively as one
- B. Provides vision and sense of mission
- C. Inspires exertion of extra effort for goal achievement
- D. Encourages innovative approaches to old problems
15. In recent research findings, the key trait identified as being required of a CEO is _____.

- A. Intelligence
- B. Global abilities
- C. Integrity
- D. A strong sense of vision

16. Leaders of teams often find themselves in which role?

- A. High power
- B. Director
- C. Coach
- D. Autocrat

17. With self-leadership, individuals and teams set goals, plan and implement tasks, evaluate performance, and _____.

- A. Make decisions cautiously
- B. Motivate others
- C. Solve their own problems
- D. Consult with managers

18. Which phrase is used to describe a leader?

- A. Acts with established culture
- B. Relies on control strategies
- C. Challenges status quo
- D. Uses traditional influence

19. Leaders that rely on their personality and charm to influence subordinates are utilizing which power?

- A. Expert power.
- B. Referent power.
- C. Legitimate power.
- D. Reward power.

20. The graphic portrayal of a two-dimensional view of leadership style by Blake and Mouton is known as the _____.

- A. Leader-participation model
- B. Managerial grid
- C. Least-preferred co-worker scale
- D. Autocratic-democratic continuum

21. Within an organisation, leadership influence will be dependent upon the type of _____ that the leader can exercise over the followers.

- A. Power
- B. Knowledge
- C. Delegation
- D. Friendship



22. According to Blake and Mouton, managers perform best using a _____.

- A. Country club management style.
- B. Team management style.
- C. Task management style.
- D. Autocratic management style.

23. Legitimate power is based on the subordinate's perception that the leader has a right to exercise influence because of the leader's _____

- A. Expertise and knowledge.
- B. Role or position within the organisation.
- C. Personal characteristics and personality.
- D. Ability to punish or

24. Visionary leaders are able to _____.

- A. Communicate their vision to others
- B. Show the vision not only verbally, but also through behaviour.
- C. Extend or apply their vision to different leadership contexts
- D. All of the above.

25. Which of the following phrase is used to describe a leader?

- A. Acts with established culture
- B. Relies on control strategies
- C. Challenges status quo
- D. Uses traditional 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. Psychological contracts are not a set of promises or expectations between parties in employment that is what obligations employers and employees have towards each other
2. Power is something a person A has over another person B to an extent that he can get B do something B would not otherwise do and influence is the effect of power exerted
3. Empowerment may not fail due to the manager's fear of losing power and pressure from the manager's boss to be aware of every single detail
4. A learning organization is one that proactively creates acquires and transfers knowledge and that changes its behavior on the basis of new knowledge and insights
5. An organization must consider empowering employees when they demand growth, responsibility and development
6. Coaching is providing practical tips on how to accomplish objectives and achieve recognition
7. Leadership is in-born in an individual and a skill that cannot be learnt
8. Promoting a culture which places too much emphasis on unanimity creates a barrier to effective communication

9. To have an entrepreneurial culture an organization needs to put in place “red tape”, bureaucracy and a risk-averse environment
10. The difference between leadership and management is that leadership sets new direction or vision for a group to follow whereas management controls or directs people and resources according to set to maintain the status quo

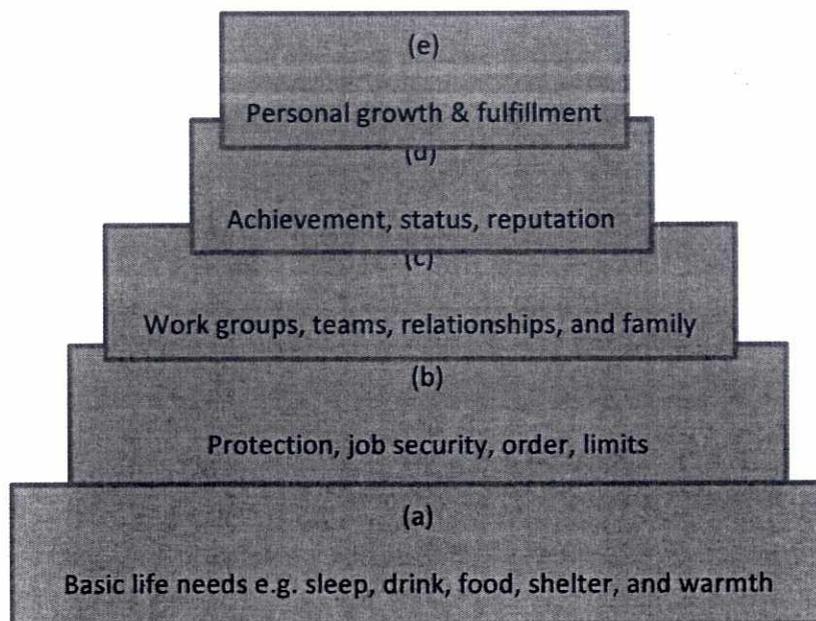
SECTION C - SHORT ANSWER QUESTIONS

[15 Marks]

Answer All Questions In This Section

1. One of the best-known and most influential theories on human psychology, Maslow's Hierarchy of Needs, explains how people can be motivated based on their personal needs.

Identify the needs as represented by letters *a*, *b*, *c*, *d*, and *e* in the diagram below: (5 marks)



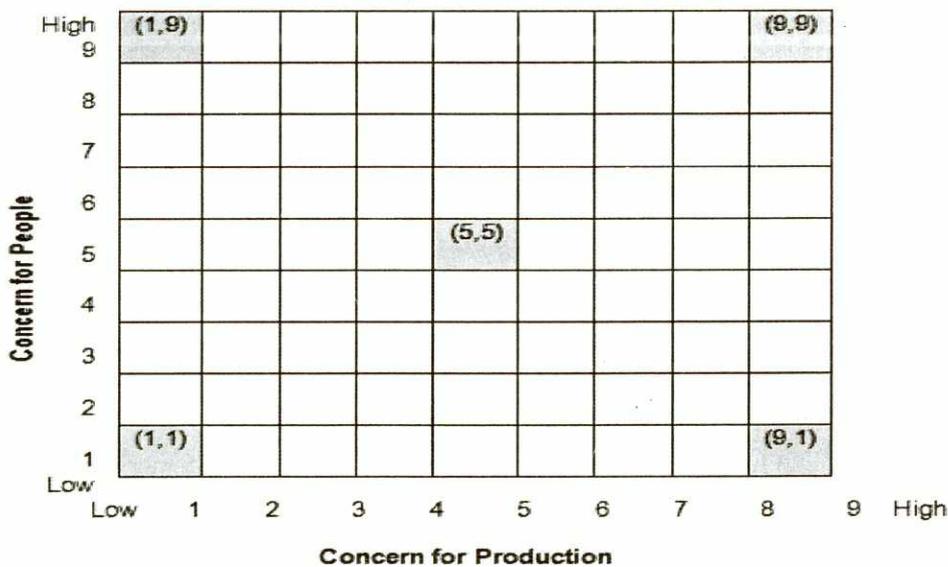
2. The Blake and Mouton Leadership Grid.

Blake and Mouton studied leadership behaviour and described two extremes of leadership concern:

- (i) Concern for Production:
- (ii) Concern for People

(a) For each concern, what does the leader do? (4 marks)

Figure 1: Managerial Grid



(b) Identify the leadership styles represented by the following scales on the grid: (5 marks)



(c) Using the grid identify the best leadership style (1 mark)

SECTION D- ESSAY TYPE

[50 MARKS]

Answer any TWO questions in this Section

Question1

[25 MARKS]

Read the following and Answer the questions that follow:

Resistance to Change:

Faced with change possibility people usually resist change. The Six change Approaches of Kotter and Schlesinger is a model to prevent, decrease or minimize resistance to change in organisations.

According to Kotter and Schlesinger (1979), there are four reasons that certain people resist change:

- Parochial self interest (some people are concerned with the implication of change for themselves and how it may affect their own interest, rather than considering the effects for the success of the business)
- Misunderstanding (communicating problems; inadequate information)
- Low tolerance to change (certain people are very keen on security and stability in their work.
- Different assessment of the situation (some employees may disagree on the reasons for the change and on the advantages and disadvantages of the change process)

Discuss any five (5) strategies proposed by Kotter and Schlesinger.

(25 marks)

**Degree
July-December**



**SESSIONAL EXAMINATION
LO 222 Leadership In Organisations**

Question 2

[25 MARKS]

Read the following and Answer the questions that follow:

Empowerment

From large corporate giants to a small business operation, empowerment is important. This is because; empowerment caters to an important human need, which is common to any employee, regardless of work setting. This is the need for recognition and self-actualization. Leaders have to be aware that the people they lead have power. Workers can make or break the organization. Empowerment is the process of sharing power with employees. It results in changes in the employees' beliefs from powerless to believing strongly in their own effectiveness. People end up taking more initiative, which enhances their leadership potential. In today's business environment workers demand more empowerment. Overall when employees are empowered they can go an extra mile and more could be done. There is a strong need for management to create an environment where people feel they have real influence over business effectiveness. Empowerment is a panacea for many organization ills.

- (a) Using practical examples from an organization you are familiar with, evaluate why management does not usually want to empower employees **(13 marks)**
- (b) Outline the benefits to an organization of empowering its employees **(12 marks)**

Question 3

[25 MARKS]

Read the following and Answer the questions that follow:

Organizational politics and power

All organizations are subject to conflict and competition between the desires and interests of different departments, teams and individuals. Organizational politics refers to the processes through which these rival interests are played out and eventually reconciled. While in an ideal organization it may be hoped that decisions are made on a rational basis, politics is inherently non-rational and subject to power interactions between diverse interests. Members of an organization are at the same time cooperating to achieve a common goal and competing for rewards, and at times their personal interests may be at odds with the organization's objectives. It is through the political system of an organization that rival interests are resolved. This system represents how power is applied and distributed in the organization. Understanding the political system of an organization is necessary for a leader to operate effectively and reach their goals. A leader, exercising power, is able to have a strong influence on the political climate of an organization through their decisions, their way of handling conflict and providing recognition, support and inspiration to their teams. Organizational politics is the use of power within an organization for the pursuit of agendas and self-interest without regard to their effect on the organization's efforts to achieve its goals.

- (a) Discuss any five (5) strategies that individuals may pursue to gain political power within organization systems **(20 marks)**
- (b) Handy (1993) outlined a number of possible sources of power, which give individuals ability to influence others. Name and discuss any five (5) of these possible sources of power **(5 marks)**

END OF EXAMINATION PAPER