UNIVERSITY EXAMINATIONS

UNIVERSITEITSEKSAMENS

UNISA university of south africa

IOP3707 (471464) May/June 2016

PSYCHOLOGY OF LEADERSHIP

Duration 2 Hours 75 Marks

EXAMINERS

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Closed book examination

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This examination question paper consists of 7 pages plus instructions for the completion of a mark-reading sheet.

ANSWER ALL QUESTIONS.

SECTION A

Answer all the questions in Section A on the mark-reading sheet. Please complete the mark-reading sheet as indicated on the instruction form. The unique number is 471464.

1 Reasons for executive derailment include _____

1 insensitive, abrasive, intimidating, bullying style
2 good people skills
3 over-managing unable to delegate or build a team
4 both insensitive, abrasive, intimidating, bullying style and overmanaging which result in the leader being unable to delegate or build a team

2 Leaders at these Wall Street companies prided themselves on finding new and clever ways _____

1 to package mortgage-related assets
2 to earn lucrative fees
3 to push subprime loans to borrowers with low incomes
4 All of the above

3 When a leader aligns followers, it means _____

1 organising a structure to accomplish the plan
2 staffing the structure with employees
3 directing employees and monitoring implementation of the plan
4 developing a shared culture

4 The belief that leaders were born with certain natural abilities of power and influence characterises _____

1 Great Man theories
2 trait theories
3 the Era 1 leadership theory
4 the transformational leadership theory

5 Effective leaders and effective followers are _____

1 people with different traits
2 people with different behaviours
3 the same people, playing the same role
4 the same people, playing different roles at different times

6 Self-directed teams _____

1 have structured jobs and work processes
2 break down boundaries between departments
3 use strict top-down control
4 do not share power

7 Attempts to achieve teamwork, empowerment, and diversity can succeed only if _____

1 leaders follow the principles and practices of the industrial era
2 managers want to treat people the way they treat machines or the bottom line
3 leaders value change over stability, control, competition and uniformity
4 leaders hire people who think and work alike

8 Leadership vision is _____

1 a picture of the future
2 a desired future
3 an ambitious view of the future
4 all of the above

9 Most leaders recognise that trying to maintain stability in a world of change is _____

1 possible because of globalisation
2 a losing battle
3 an important goal
4 the goal of crisis management

10 "High-high" leadership behaviour is generally considered desirable because _____

1 leaders display concern for both people and production
2 leaders will meet people-oriented and task-oriented needs simultaneously
3 both leaders display concern for both people and production and leaders will meet people-oriented and task-oriented needs simultaneously
4 task-oriented behaviour is associated with higher productivity

11 Leadership does NOT involve _____

1 creating change
2 influencing followers
3 maintaining stability
4 a shared purpose

12 Strong leadership is needed because _____

1 the environment of the 21st century is predictable
2 planning, leading, organising, and controlling are the required skills for the future
3 giving workers clear job assignments is the main task of a business executive
4 of globalisation, e-commerce, telecommuting, virtual teams and outsourcing

13 Most people have never tried to be a leader because _____

1 they don't have leadership skills
2 they lack the personality traits necessary for leadership
3 they have no idea of what leaders actually do
4 it requires executive coaching

14 One of the most important aspects of shifting to the new paradigm of leadership is _____

1 using a hierarchy of authority
2 using teams
3 intentionally using human skills
4 overmanaging

15 Trait research does NOT consider the following personal characteristics of leaders _____

1 personal characteristics such as energy
2 personality characteristics such as self-confidence
3 social characteristics such as interpersonal skills
4 professional characteristics such as work experience

16 Initiating structure describes a leader who _____

1 is task-oriented and directs subordinates' work
2 is sensitive to subordinates and respects their ideas and feelings
3 seeks input from subordinates regarding important decisions
4 listens carefully to problems

17 Active leaders need self-confidence because _____

1 followers will not cooperate if the leader is not confident
2 they initiate changes and must make decisions without adequate information
3 leaders could be paralysed into inaction without confidence
4 All of the above are correct

18 In today's multigenerational workplace, with people of widely different ages and readiness levels working side-by-side, many leaders find that they have to use _____ style(s)

1 the telling
2 the selling
3 multiple
4 the delegating

19 A person with an internal locus of control _____

1 believes that luck is the key to success
2 feels that he or she has little control over events
3 places the primary responsibility on outside forces
4 believes he or she is 'masters of his or her own fate"

20 Values affect leadership because of all the following reasons EXCEPT that

1 values help determine the attitudes leaders have about themselves
2 values guide a leader's choices and actions
3 values determine how leaders use power
4 values are a snapshot of the future for the organisation

21 The Big Five personality dimensions do NOT include _____

1 extroversion
2 emotional stability
3 openness to experience
4 education

22 Individuals differ in how they arrange values in order of priority because of _____

1 culture
2 family background
3 agreeableness
4 both culture and family background

23 Leaders can create organisational systems that support ethical behaviour by _____

1 showing zero tolerance for ethics violations
2 establishing ethics policies
3 rewarding ethical conduct
4 All of the above

24 Pushing beyond the comfort zone is an act of _____

1 courage
2. vision
3 goal setting
4 ethics

25 The GLOBE study found that the model global leader is a leader who _____

1 is charismatic and whose leadership is based on values
2 is team-oriented and an autocratic person
3 is task-oriented
4 Only 1 and 3

TOTAL SECTION A: [25]

SECTION B

Read the following extract from Khoza (2007), Values dominate the African leadership paradigm *Management Today*, *23*(6), 24-27

"African leadership is dominated by values Values are internalised forces of predisposition which predispose people to behave and act in a certain way Values are deeper than feelings, deeper than opinions and attitudes, albeit in the same vein I take paradigm, another term that is associated with African leadership, to mean a set of assumptions, concepts, values and practices that constitute a way of viewing reality for people who share them, a pattern or model for living A paradigm is predicated on a value system or world view, which is, in turn, based on culture

The African paradigm is per force Afrocentric Afrocentricity is about Africans putting Africa at the centre of their existence and consciousness It is about Africans anchoring themselves in their own continent, its history, traditions, cultures, mythology, creative motif, ethos and value systems exemplifying the African collective will It is both theory and practice"

QUESTIONS TO ANSWER

1 Discuss the constellation of values which characterise the African leadership paradigm (10)

2 Name and explain each factor of the Big Five Personality Model Then indicate, on a scale of 1 to 5, the strength that you think each factor should be for a Transformational Leader (15)

3 Ringleb & Rock (2009) propose the formalization of a specific new field dedicated and committed to exploring the processes within the brain that underlie or influence human decisions, behaviors, and interactions in the workplace and beyond Called Neuro-leadership, this interdisciplinary field explores the neural basis of leadership and management practices Give a short, clear definition of neuro-learedship (3)

4 Servant leadership suggests that leaders have a moral responsibility to their followers Based on the extract by Khoza (2007) above, and the constellation of values which characterise the African leadership paradigm, do you think that servant leadership is compatible with the African leadership paradigm? Start with a short discussion of servant leadership and then discuss its compatibility with the four constellation values in the African leadership paradigm (8)

5 A black African female engineer is promoted and appointed to a senior leadership *position in a* white, male dominated engineering company in the Private Sector in South Africa Discuss the following:

5 1 The challenges that she will have to face in this company Give actual examples of what she may hear people say or how they may behave towards her (8)

5 2 Should she apply an Afrocentric or Eurocentric approach to leadership in this company? Why do you say so? (2)

5 3 Which of the following contemporary leadership approaches should she use to be successful? Why do you say so? (4)

- Neuro-leadership
- Authentic leadership
- Servant leadership

TOTAL SECTION B: [50]

GRAND TOTAL: [75]

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EXAMINATION MARK READING SHEET EKSAMEN-MERKLEESBLAD

PART 1 (GENERAL/ALGEMEEN) DEEL 1

STUDY UNIT e g PSY100-X
STUDIE EENHEID bv PSY100-X

1

PAPER NUMBER
VRAESTELNOMMER

2

INITIALS AND SURNAME
VOORLETTERS EN VAN

3

DATE OF EXAMINATION
DATUM VAN EKSAMEN

4

EXAMINATION CENTRE (E G PRETORIA)
EKSAMENSENTRUM (BV PRETORIA)

5

STUDENT NUMBER
STUDENTENOMMER

6

UNIQUE PAPER NO
UNIEKE VRAESTEL NR

8

7

9

For use by examination invigilator

Vir gebruik deur eksamenopsiener

IMPORTANT

1. USE ONLY AN HB PENCIL TO COMPLETE THIS SHEET
2. MARK LIKE THIS ●
3. CHECK THAT YOUR INITIALS AND SURNAME HAS BEEN FILLED IN CORRECTLY
4. ENTER YOUR STUDENT NUMBER FROM LEFT TO RIGHT
5. CHECK THAT YOUR STUDENT NUMBER HAS BEEN FILLED IN CORRECTLY
6. CHECK THAT THE UNIQUE NUMBER HAS BEEN FILLED IN CORRECTLY
7. CHECK THAT ONLY ONE ANSWER PER QUESTION HAS BEEN MARKED
8. DO NOT FOLD

BELANGRIK

1. GEBRUIK SLEGS N HB POTLOOD OM HIERDIE BLAD TE VOLTOOI
2. MERK AS VOLG ●
3. KONTROLEER DAT U VOORLETTERS EN VAN REG INGEVUL IS
4. VUL U STUDENTENOMMER VAN LINKS NA REGS IN
5. KONTROLEER DAT U DIE KORREKTE STUDENTENOMMER VERSTREK HET
6. KONTROLEER DAT DIE UNIEKE NOMMER REG INGEVUL IS
7. MAAK SEKER DAT NET EEN ALTERNATIEF PER VRAAG GEMERK IS
8. MOENIE VOU NIE

PART 2 (ANSWERS/ANTWOORDE) DEEL 2

10

1	36	71	108	2	37	72	107	3	38	73	108	4	39	74	109	5	40	75	110	6	41	76	111	7	42	77	112	8	43	78	113	9	44	79	114	10	45	80	115	11	46	81	116	12	47	82	117	13	48	83	118	14	49	84	119	15	50	85	120	16	51	86	121	17	52	87	122	18	53	88	123	19	54	89	124	20	55	90	125	21	56	91	126	22	57	92	127	23	58	93	128	24	59	94	129	25	60	95	130	26	61	96	131	27	62	97	132	28	63	98	133	29	64	99	134	30	65	100	135	31	66	101	136	32	67	102	137	33	68	103	138	34	69	104	139	35	70	105	140

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