UNIVERSITY EXAMINATIONS

UNIVERSITEITSEKSAMENS

UNISA university of south africa

IOP3707 (475522) October/November 2016

PSYCHOLOGY OF LEADERSHIP

Duration 2 Hours

75 Marks

EXAMINERS

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SECOND	PROF F MALOA
EXTERNAL	PROF JS BASSON

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 475522

1 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

2 Attemps 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 they 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

3 Managers and leaders are different because _____

1 managers learn a set of skills for planning, organising, directing and controlling
2 leaders must find the capacity to help create a vision of what the organisation can be
3 leadership calls for caring about and engaging the whole employee
4 managers maintain stability while leaders promote change

4 A learning leader emphasises _____

1 relationships
2 stability
3 competition within the organisation
4 rational management

5 Possessing the traits of honesty and integrity are essential for leaders in order to _____

1 build productive relationships
2 build trust
3 both build productive relationships and build trust
4 seek achievement

6 The leadership continuum by Tannenbaum and Schmidt suggested that leaders should be boss-centred or subordinate-centred, depending on _____

1 organisational circumstances
2 the skill level of the employees
3 the self-confidence, creativity and energy of the leader
4 both organisational circumstances and the skill level of the employees

7 In the leadership grid, the term "country club management" refers to _____

1 the exertion of minimum effort to get required work done
2 efficiency in operations from arranging work conditions
3 thoughtful attention to the needs of people for satisfying relationships
4 work accomplishment from committed people and interdependence

8 Entrepreneurship is the process of _____

1 initiating a business venture
2 assuming the associated risks and rewards
3 organising the necessary resources
4 all of the above

9 Security, a comfortable life and good health are examples of _____

1 end values or terminal values
2 feelings
3 attitudes
4 instrumental values

10 According to the Hermann's whole brain concept _____

1 leaders cannot learn to rely on all four quadrants of the brain
2 leaders can learn to rely on all four quadrants of the brain
3 the situation is the most important factor in decisionmaking
4 self-concept is the most important factor in decisionmaking

11 A person with an overall positive self-concept has _____

1 low self-esteem
2 high self-esteem
3 intuition
4 end values

12 A trait that is closely related to authoritarianism is _____

1 Theory Y
2 agreeableness
3 charism
4 dogmatism

13 Pushing beyond the comfort zone is an act of _____

1 courage
2 vision
3 goal setting
4 ethics

14 The importance of motivation is that _____

1 it can lead to high performance within organisation
2 it can help satisfy followers' needs
3 high employee motivation can lead to company profits
4 All of the above

15 Interactive leaders tend to be _____

1 competitive
2 individualistic
3 consensus builders
4 reluctant to share power

16 An increasing number of successful women are negotiating with companies _____

1 to achieve work-life balance
2 to achieve greater flexibility
3 both to achieve work-life balance and to achieve greater flexibility
4 to follow the opt-out trend

17 According to Eigel and Kuhnert (2005), _____

1 we know effective leadership when we see it
2 we know the impact of poor leadership on our organisations
3 we are good at predicting who will and who will not be an effective leader
4 Only 1 and 2

18 The fundamental difference between neuroscience and leadership lies in _____

1 the fact that neuroscience is based on fact while leadership is based on feelings
2 the different research tools used
3 the fact that neuroscience makes use of face-to-face interactions while leadership makes use of field experiments
4 All of the above

19 The servant leadership philosophy _____

1 allows for a fresh way of approaching the task of leadership
2 supports the traditional top-down approach to leadership
3 emphasises stewardship and service to implement transformational leadership
4 emphasises that leaders need to guide followers in the right direction

20 The GLOBE study found that _____

1 a leader who "does not listen to what others say" is valued in the US
2 a leader who "listens carefully to what you say" is not valued in China
3 a leader who "praises you to others, but not you directly," is valued in China
4 Only 2 and 3

21 Globally, the six global leadership dimensions received three reports _____

1 charismatic/value-based, team-oriented and participative leadership are generally reported to contribute to outstanding leadership
2 humane-oriented leadership contributes to outstanding leadership
3 autonomous and self-protective behaviour tends to be negatively reported globally
4 All of the above

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

1 is charismatic/value-based
2 is team-oriented and an autocratic person
3 is task-oriented
4 Only 1 and 3

23 A constellation of values characterises the African leadership paradigm These include _____

1 valuing humanity and consultation
2 independence and collectivism
3 individualism and team work
4 collectivism and independence

24 According to Prof Ngambi (2004), studies in South Africa reveal _____

1 there is low creativity, low productivity and low morale
2 there is a right to strike enshrined in the Constitution
3 All the above
4 Only 1

25 One of the dilemmas that South African managers have to face is _____

1 the fact that there are two different leadership approaches in the country to choose from, namely an Africentric and a Eurocentric conception of leadership
2 the fact that the Eurocentric/Western approach to leadership has proven value in improving organisational and work performance worldwide and in South Africa
3 the fact that for managers to be relevant in South Africa, they must avoid concepts embodied in the indigenous African philosophy
4 All of the above

Sub-total Section A [25]

SECTION B

Read the following case study carefully and answer the questions that follow.

CASE STUDY **A New South Africa multimedia company – Sentech**

(Adapted from Corporate Research Foundation Business Report (2004), *South Africa's Leading Managers*) Please note that the content of the case study has been changed for the purpose of this examination and is not necessarily a fair reflection of the real situation at the company

Dr Mokone-Matabane became the chief executive officer of Sentech in 2000 and manages a staff of 550 The board was on the look-out for someone who knew the industry, who had a vision for the direction in which information and communication technologies (ICT) was going, and who could transform the organisation from an old-school, government-owned parastatal into a competitive company with diversity, a good skills base and a strong work ethic

"I think my skills include listening, letting people know their jobs and leading them without looking over their shoulders I delegate, I give people the space to grow and learn, to make mistakes and take risks", she says Dr Mokone-Matabane is impatient with people who are "just getting by" and who don't apply themselves, she adds As someone who is passionate about her work, she wants to deal with people who have a dream and are prepared to strive for it

The company has changed immensely since 2000 Some of the values that Dr Mokone-Matabane has tried to instil include diversity, an appreciation for differences in gender, race and culture, good communication, a hard-working ethic, a strong customer service focus, space for debate and an excitement about learning and new opportunities

Sentech used to be a broadcast distribution company made up of engineers and technical staff It was termed "a national key point" by the apartheid government and was conservative and hierarchical It is now a multimedia company that is very much part of the new South Africa To facilitate the change in values and culture, the chief executive tries to boost internal communication with visits to Sentech's nationwide sites as often as time allows

Lobbying government about legislation is a vital task for the chief executive But she can't be everywhere at once What with having to deal with so many stakeholders, Dr Mokone-Matabane delegates many of the customer meetings to the chief operating officer, Gladwin Marumo However, she does get involved when customer meetings involve the SABC, the Gauteng Online Project (which aims to connect all the schools in Gauteng to the internet) and meetings with potential customers in other parts of Africa

Dr Mokone-Matabane finds time to get involved in coaching and mentoring She is especially interested in programmes that promote women, and as such has overseen Sentech's Khulisa programme, which takes on young female professionals as interns Sentech then tries to place the qualified personnel in permanent jobs

However, attracting and retaining staff has not been easy in the cut-throat ICT sector "It's important to create a comfortable environment because it's not all about the money The challenge and thrill of working for such a large multimedia company make people stay, as well as the probability perceived by the individual that exerting a given amount of effort will lead to performance", says Dr Mokone-Matabane

She adds that in 2003 the board approved a bonus scheme as another way to motivate employees who meet the required performance levels, and she would like to engage government in discussions about offering a share scheme to high-performing staff members Dr Mokone-Matabane says she doesn't need incentives or special ways to stay motivated "I just am", she says, "I am passionate about what I do I love to see things succeed and I have a positive outlook "

Recruiting the right staff has also been a challenge, especially when it came to black economic empowerment "I realised that adverts in the papers didn't work, so I had to convince the board to go out and headhunt We have also ensured that managers in the business have to train and hire for diversity The performance management system is linked to black economic empowerment of women " Dr Mokone-Matabane's long-term vision is that Sentech should become an international company, taking advantage of opportunities around the globe but remaining focused on Africa and offering broadband wireless services Difficulties she expects to face are retaining staff and securing sufficient capital to grow

QUESTIONS TO ANSWER

1 Give your own definition of **leadership** (5)

2 Identify the leadership style of Dr Mokone-Matabane in terms of the **transactional and transformational leadership theory**, and indicate into which category she can be placed Support all your answers with suitable examples from the case study (15)

3 Briefly discuss the **Big Five personality dimensions** After discussing each of the dimensions, indicate whether you think Dr Mokone-Matabane scores high or low on the dimension You do not have to give examples from the case study to support your "high" or "low" assessment of Dr Mokone-Matabane on each dimension (15)

4 Briefly discuss the concept of **servant leadership** and say whether you think Dr Mokone-Matabane applies servant leadership or not Give examples from the case study to support your answer (15)

Sub-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 KONTROLLER 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	c1 c2 c3 c4 c5	36	c1 c2 c3 c4 c5	71	c1 c2 c3 c4 c5	106	c1 c2 c3 c4 c5
2	c1 c2 c3 c4 c5	37	c1 c2 c3 c4 c5	72	c1 c2 c3 c4 c5	107	c1 c2 c3 c4 c5
3	c1 c2 c3 c4 c5	38	c1 c2 c3 c4 c5	73	c1 c2 c3 c4 c5	108	c1 c2 c3 c4 c5
4	c1 c2 c3 c4 c5	39	c1 c2 c3 c4 c5	74	c1 c2 c3 c4 c5	109	c1 c2 c3 c4 c5
5	c1 c2 c3 c4 c5	40	c1 c2 c3 c4 c5	75	c1 c2 c3 c4 c5	110	c1 c2 c3 c4 c5
6	c1 c2 c3 c4 c5	41	c1 c2 c3 c4 c5	76	c1 c2 c3 c4 c5	111	c1 c2 c3 c4 c5
7	c1 c2 c3 c4 c5	42	c1 c2 c3 c4 c5	77	c1 c2 c3 c4 c5	112	c1 c2 c3 c4 c5
8	c1 c2 c3 c4 c5	43	c1 c2 c3 c4 c5	78	c1 c2 c3 c4 c5	113	c1 c2 c3 c4 c5
9	c1 c2 c3 c4 c5	44	c1 c2 c3 c4 c5	79	c1 c2 c3 c4 c5	114	c1 c2 c3 c4 c5
10	c1 c2 c3 c4 c5	45	c1 c2 c3 c4 c5	80	c1 c2 c3 c4 c5	115	c1 c2 c3 c4 c5
11	c1 c2 c3 c4 c5	46	c1 c2 c3 c4 c5	81	c1 c2 c3 c4 c5	116	c1 c2 c3 c4 c5
12	c1 c2 c3 c4 c5	47	c1 c2 c3 c4 c5	82	c1 c2 c3 c4 c5	117	c1 c2 c3 c4 c5
13	c1 c2 c3 c4 c5	48	c1 c2 c3 c4 c5	83	c1 c2 c3 c4 c5	118	c1 c2 c3 c4 c5
14	c1 c2 c3 c4 c5	49	c1 c2 c3 c4 c5	84	c1 c2 c3 c4 c5	119	c1 c2 c3 c4 c5
15	c1 c2 c3 c4 c5	50	c1 c2 c3 c4 c5	85	c1 c2 c3 c4 c5	120	c1 c2 c3 c4 c5
16	c1 c2 c3 c4 c5	51	c1 c2 c3 c4 c5	86	c1 c2 c3 c4 c5	121	c1 c2 c3 c4 c5
17	c1 c2 c3 c4 c5	52	c1 c2 c3 c4 c5	87	c1 c2 c3 c4 c5	122	c1 c2 c3 c4 c5
18	c1 c2 c3 c4 c5	53	c1 c2 c3 c4 c5	88	c1 c2 c3 c4 c5	123	c1 c2 c3 c4 c5
19	c1 c2 c3 c4 c5	54	c1 c2 c3 c4 c5	89	c1 c2 c3 c4 c5	124	c1 c2 c3 c4 c5
20	c1 c2 c3 c4 c5	55	c1 c2 c3 c4 c5	90	c1 c2 c3 c4 c5	125	c1 c2 c3 c4 c5
21	c1 c2 c3 c4 c5	56	c1 c2 c3 c4 c5	91	c1 c2 c3 c4 c5	126	c1 c2 c3 c4 c5
22	c1 c2 c3 c4 c5	57	c1 c2 c3 c4 c5	92	c1 c2 c3 c4 c5	127	c1 c2 c3 c4 c5
23	c1 c2 c3 c4 c5	58	c1 c2 c3 c4 c5	93	c1 c2 c3 c4 c5	128	c1 c2 c3 c4 c5
24	c1 c2 c3 c4 c5	59	c1 c2 c3 c4 c5	94	c1 c2 c3 c4 c5	129	c1 c2 c3 c4 c5
25	c1 c2 c3 c4 c5	60	c1 c2 c3 c4 c5	95	c1 c2 c3 c4 c5	130	c1 c2 c3 c4 c5
26	c1 c2 c3 c4 c5	61	c1 c2 c3 c4 c5	96	c1 c2 c3 c4 c5	131	c1 c2 c3 c4 c5
27	c1 c2 c3 c4 c5	62	c1 c2 c3 c4 c5	97	c1 c2 c3 c4 c5	132	c1 c2 c3 c4 c5
28	c1 c2 c3 c4 c5	63	c1 c2 c3 c4 c5	98	c1 c2 c3 c4 c5	133	c1 c2 c3 c4 c5
29	c1 c2 c3 c4 c5	64	c1 c2 c3 c4 c5	99	c1 c2 c3 c4 c5	134	c1 c2 c3 c4 c5
30	c1 c2 c3 c4 c5	65	c1 c2 c3 c4 c5	100	c1 c2 c3 c4 c5	135	c1 c2 c3 c4 c5
31	c1 c2 c3 c4 c5	66	c1 c2 c3 c4 c5	101	c1 c2 c3 c4 c5	136	c1 c2 c3 c4 c5
32	c1 c2 c3 c4 c5	67	c1 c2 c3 c4 c5	102	c1 c2 c3 c4 c5	137	c1 c2 c3 c4 c5
33	c1 c2 c3 c4 c5	68	c1 c2 c3 c4 c5	103	c1 c2 c3 c4 c5	138	c1 c2 c3 c4 c5
34	c1 c2 c3 c4 c5	69	c1 c2 c3 c4 c5	104	c1 c2 c3 c4 c5	139	c1 c2 c3 c4 c5
35	c1 c2 c3 c4 c5	70	c1 c2 c3 c4 c5	105	c1 c2 c3 c4 c5	140	c1 c2 c3 c4 c5

Specimen only

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PLEASE DO NOT FOLD OR DAMAGE YOUR MARK READING SHEET

Consult the illustration of a mark reading sheet on the reverse of this page and follow the instructions step by step when working on your sheet

Instruction numbers ❶ to ❿ refer to spaces on your mark reading sheet which you should fill in as follows

❶ Write your paper code in these eight squares, for instance

P	S	Y	1	0	0	-	X

❷ The paper number pertains only to first-level courses consisting of two papers

WRITE | 0 | 1 | for the first paper and | 0 | 2 | for the second If only one paper, then leave blank

❸ Fill in your initials and surname

❹ Fill in the date of the examination

❺ Fill in the name of the examination centre

❻ WRITE the digits of your student number HORIZONTALLY (from left to right) Begin by filling in the first digit of your student number in the first square on the left, then fill in the other digits, each one in a separate square

❼ In each vertical column mark the digit that corresponds to the digit in your student number as follows [-]

❽ WRITE your unique paper number HORIZONTALLY
NB Your unique paper number appears at the top of your examination paper and consists only of digits (e g 403326)

❾ In each vertical column mark the digit that corresponds to the digit number in your unique paper number as follows [-]

❿ Question numbers 1 to 140 indicate corresponding question numbers in your examination paper The five spaces with digits 1 to 5 next to each question number indicate an alternative answer to each question The spaces of which the number correspond to the answer you have chosen for each question and should be marked as follows [-]

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