



Tutorial Letter 201/1/2018

Psychology of Leadership

IOP3707

Semester 1

Department of Industrial and Organisational Psychology

IMPORTANT INFORMATION:

This tutorial letter contains important information about your module.

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Dear Student

We trust that you have enjoyed the module so far and that you have found the content very interesting and practical. Apart from any enquiries that you direct to us personally, and about the examination paper itself, this tutorial letter is the last official communication that you will receive from us this semester. The purpose of this tutorial letter is to help you structure your studies for the examination.

This tutorial letter contains information about the format of the examination paper. We also provide you with a possible framework for answering the examination questions and give you some general tips to help you do well in the examination. Please note that the assignment feedback provides *only a suggested framework* for answers. Your insight in and interpretation of the study material is the key to obtaining good marks for an assignment answer.

This tutorial letter also includes a memorandum for Assignments 01 and 02, respectively.

1. YOUR LECTURERS

The general contact details for the Department for Industrial Psychology are:

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2. PREPARATION FOR THE EXAMINATION

2.1 The format of the examination paper

The two-hour examination paper counts 75 marks. The two-hour examination will consist of 25 multiple-choice questions (MCQs) and a case study for 50 marks.

All of the multiple-choice questions asked in the examination will derive from the assessments at the end of each study unit in the study guide. It is thus in your own interest to work through all these assessment questions.

The examination case study will cover the following aspects which are all covered in your prescribed textbook and in the online learning guide:

- The definition of leadership
- The difference between leadership and management
- African leadership paradigm
- Transactional and transformational leadership
- The big-five personality model
- Servant leadership
- Authentic leadership
- Emotional intelligence

2.2 Tips on how to approach a case study

- Read the case study to ensure that you have a basic understanding of it.
- Read the questions in the exam paper to get a good understanding of what is asked in the questions.
- Make sure that you understand the theoretical basis of each question.
- Do not try to find a solution before you are absolutely sure what the question requires from you.
- Now you may begin to answer each question. First give a theoretical discussion of the aspect, then look for examples in the case study to support your answer (when required to do so). [*See how we did it on the suggested answers to Assignment 01*].
- Come to a conclusion regarding the aspect discussed, if so required by the question.

2.3 A possible framework for answering the examination questions

When you answer an examination question, we suggest you use the following framework (where applicable):

- Give a definition or an explanation of the various key elements of the topic.
- Outline the key issues or main characteristics.
- List the steps to be followed in any process.
- List the advantages and disadvantages of each aspect.
- Describe the theories, models or techniques that apply to the various proposals.
- Draw the necessary graphs or figures. Describe the graph or figure and explain why you drew it. (What did you want to illustrate with the aid of the graph/figure?)
- Where possible, give relevant examples to substantiate your answers.
- Since time is limited, it is not necessary to include an introduction or a conclusion in your answers, but remember to structure your answer clearly. Use headings to ensure that you meet this requirement.
- Many students do not answer the questions that are asked and do not number their questions correctly.
- Make sure that your questions are numbered clearly according to section and specific question number.

3. FEEDBACK ON ASSIGNMENT 01

First semester compulsory Assignment 01

Below are suggested answers for Assignment 01. Look at the way the questions are answered. First, a theoretical discussion of all the concepts applicable is given and then examples from the case study (if asked for) are given to confirm your understanding of the concept.

QUESTION 1

Define leadership and outline the six key elements of leadership in your definition. (8)
(2 marks for definition, 1 mark for each element)

Leadership studies are an evolving discipline and the concept of leadership will continue to develop. As such, many definitions and variations exist. Leadership does not occur in isolation. As such, leadership always entails a leader and followers.

Leadership is thus an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes. (2 marks)

The key elements in this definition are that (6 marks):

- (1) leadership always involves *followers* - meaning one cannot lead, unless one has followers
- (2) leadership involves *influence*, and
- (3) it occurs *among people*,
- (4) those people *intentionally desire significant changes*
- (5) the changes reflect *purposes shared* by leaders and followers, and
- (6) the leader leads with *integrity and takes personal responsibility* for the success and/or failure of his/her team.

Influence means that the relationship among people is not passive; however, also inherent in this definition is the concept that influence is multi-directional and noncoercive. Leadership is reciprocal. In addition, leadership is a people activity and is distinct from administrative paperwork or planning activities. Leadership occurs among people; it is not something done to people. Since leadership involves people, there must be followers. Followers are an important part of the leadership process; and all leaders are sometimes followers as well. Good leaders know how to follow and they set an example for others. The issue of intention or will means that people – leader and followers – are actively involved in the pursuit of change. Each person takes personal responsibility to achieve the desired future.

QUESTION 2

2.1 *Discuss the differences between leadership and management. (10)*
(1 mark for each correct area of contrast under either leadership or management)

For ease of reference, the key differences between leadership and management are summarised in the table below:

Leadership versus Management		
Area of contrast	Management (5 marks)	Leadership (5 marks)
1. <i>Direction</i>	<ul style="list-style-type: none"> • <i>plan and budget</i> • <i>minimise risk for sure results</i> • <i>focus on bottom line</i> 	<ul style="list-style-type: none"> • <i>create vision and strategy</i> • <i>maximise opportunity</i> • <i>keep eye on horizon</i>
2. <i>Alignment</i>	<ul style="list-style-type: none"> • <i>organise and staff</i> • <i>direct and control</i> • <i>create structure and order</i> 	<ul style="list-style-type: none"> • <i>create shared culture and values</i> • <i>provide learning opportunities</i> • <i>encourage networks and flexibility</i>
3. <i>Relationships</i>	<ul style="list-style-type: none"> • <i>invest in goods</i> • <i>use position power</i> • <i>focus people on specific goals</i> 	<ul style="list-style-type: none"> • <i>invest in people</i> • <i>use personal influence</i> • <i>inspire with purpose and trust</i>
4. <i>Personal qualities</i>	<ul style="list-style-type: none"> • <i>emotional distance</i> • <i>expert mind</i> • <i>talking</i> • <i>conformity</i> • <i>insight into organisation</i> 	<ul style="list-style-type: none"> • <i>emotional connections (heart)</i> • <i>open mind (mindfulness)</i> • <i>listening (communication)</i> • <i>nonconformity (courage)</i> • <i>insight into self (character)</i>
5. <i>Outcomes</i>	<ul style="list-style-type: none"> • <i>maintain stability; create a culture of efficiency</i> 	<ul style="list-style-type: none"> • <i>create a change and a culture of agility and integrity</i>

2.2 *Predominantly, is Dr Mokone-Matabane a leader or a manager? (2 marks for the correct answer)*

In light of the above differences between leadership and management, Dr Mokone-Matabane is predominantly a leader.

QUESTION 3

The competencies and abilities of emotional intelligence are grouped into four fundamental categories. Use these four categories to discuss Dr Mokone-Matabane's emotional intelligence. First discuss what each category entails, and then state whether Dr Mokone-Matabane displayed these categories of emotional intelligence or not, using examples from the case study to support your discussion. (20)

(3 marks for discussion of each category of emotional intelligence, 2 marks for any example from the case study=20 marks)

Category of emotional intelligence	Description (3 marks)	Example from case study (2 marks)
1. Self-awareness	<p><i>This includes the ability to recognise and understand one's own emotions and how they affect one's life and work. Essentially, people, who are in touch with their own emotions, are better able to guide their own lives. Leaders with a high level of self-awareness learn to trust their "gut feelings" and realise that these feelings can provide them with useful information about difficult decisions.</i></p>	<p><i>Dr Mokone-Matabane does indeed display characteristics of self-awareness. For example, she says:</i></p> <p><i>"I think my skills include listening, letting people know their jobs and leading them without looking over their shoulder."</i></p>
2. Self-management	<p><i>This includes the ability to control disruptive, unproductive or harmful emotions and desires. Other characteristics in this category include trustworthiness (consistently displaying honesty and integrity); conscientiousness (the ability to manage and honour responsibilities); and adaptability (the ability to adjust to changing situations and overcome obstacles).</i></p> <p><i>Leaders skilled at self-management remain hopeful and optimistic despite obstacles, set-backs or even failures.</i></p>	<p><i>Dr Mokone-Matabane's zest to get things done and overcome challenges is highlighted in the following statement:</i></p> <p><i>"I am passionate about what I do. I love to see things succeed and I have a positive outlook."</i></p>
3. Social awareness	<p><i>This relates to one's ability to understand others. Socially aware leaders practice empathy, in that they are able to put themselves in others' shoes, sense their emotions and understand their perspective. These leaders understand that effective leadership sometimes means pushing people beyond their comfort zone, and they are sometimes sensitive to the fear or frustration this can cause in their followers. Socially aware leaders can display compassion and concern for others, without becoming so wrapped up in others' emotions that it clouds their judgement.</i></p>	<p><i>Dr Mokone-Matabane displays characteristics of social awareness and empathy as displayed in the following statement:</i></p> <p><i>"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 multi-media company make people stay as well as the probability, perceived by the individual, that exerting a given amount of effort will lead to performance."</i></p>

Category of emotional intelligence	Description (3 marks)	Example from case study (2 marks)
4. Social awareness	<i>This relates to one's ability to understand others. Socially aware leaders practice empathy, in that they are able to put themselves in others' shoes, sense their emotions and understand their perspective. These leaders understand that effective leadership sometimes means pushing people beyond their comfort zone, and they are sometimes sensitive to the fear or frustration this can cause in their followers. Socially aware leaders can display compassion and concern for others, without becoming so wrapped up in others' emotions that it clouds their judgement.</i>	<i>Dr Mokone-Matabane displays characteristics of social awareness and empathy as displayed in the following statement: "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 multi-media company make people stay as well as the probability, perceived by the individual, that exerting a given amount of effort will lead to performance."</i>

QUESTION 4

Analyse the leadership style of Dr Mokone-Matabane in terms of transactional and transformational leadership. Indicate which category you think that she belongs to. Justify your answer by providing suitable examples from the case study. (10)

The discussion of transactional and transformational leadership can be found on pages 360–361 in Daft (2015). (1) Start with the characteristics of transformational leadership and then (2) compare it to transactional leadership. (3) Explain why transactional skills are important for all leaders. (4) Indicate on which four areas transformational leadership differs from transactional leadership. (5) Give transactional and transformation examples that Dr Mokone-Matabane uses in the case study and, (6) finally, come to a conclusion as to whether Dr Mokone-Matabane is a transactional or transformational leader.

The characteristics of transformational leadership and transactional leadership (3 marks total)

One way to understand transformational leadership is to compare it to transactional leadership. The basis of transactional leadership is a transaction or exchange process between leaders and followers. The transactional leader recognises followers' needs and desires and then clarifies how those needs and desires will be satisfied in exchange for meeting specified objectives or performing certain duties. Thus, followers receive rewards for job performance, whereas leaders benefit from the completion of tasks. Transactional leaders focus on the present and excel at keeping the organisation running smoothly and efficiently. They are good at traditional management functions such as planning and budgeting and they generally focus on the impersonal aspects of job performance. Transactional leadership can be quite effective. However, because it involves a commitment to "follow the rules", transactional leadership maintains stability within the organisation, rather than promoting change.

Transactional skills are important for all leaders. (2 marks)

However, in a world in which success often depends on continuous change, organisations also need transformational leadership. Rather than analysing and controlling specific transactions with followers using rules, directions and incentives, transformational leadership focuses on intangible qualities such as vision, shared values and ideas in order to build relationships, give larger meaning to separate activities and provide common ground to enlist followers in the change process. Transformational leadership is based on the personal values, beliefs and qualities of the leader, rather than on an exchange process between leaders and followers.

Transformational leadership differs from transactional leadership in four significant areas: (2 marks)

1. Transformational leadership develops followers into leaders. Instead of strictly controlling people, transformational leaders give followers greater freedom to control their own behaviour.
2. Transformational leadership elevates the concerns of followers from lower-level physical needs (such as for safety and security) to higher-level psychological needs (such as for self-esteem and self-actualisation).
3. Transformational leadership inspires followers to go beyond their own self-interests for the good of the group. Transformational leaders motivate people to do more than originally expected.
4. Transformational leadership paints a vision of a desired future state and communicates it in a way that makes the pain of change worth the effort. Effective leaders exhibit both transactional and transformational leadership patterns.

Examples from the case study (1 mark for any 2 examples=2 marks total)

- An example of how Dr Mokone-Matabane applies transactional leadership is the bonus scheme and the proposed share scheme.
- Examples of how she applies transformational leadership are the following:
 - Dr Mokone-Matabane provides a sense of vision through her approach to managerial effectiveness.
 - She instils pride in people to support the vision of Sentech.
 - The values she tried to instil include diversity, an appreciation for differences in gender, race and culture, good communication, etcetera.
 - She communicates high expectations, but, at the same time, provide employees the space to grow, to make mistakes and take risks.
- Dr Mokone-Matabane is passionate about her work and she clearly states that she wants to deal with people who have a dream and are prepared to strive for it.
- Dr Mokone-Matabane gives personal attention to employees and customers, people have direct access to her and her philosophies are clearly communicated.
- She states that she is a firm believer that people should be allowed to make mistakes and take risks.

Conclusion (1 mark)

Although Dr Mokone-Matabane applies elements of transactional leadership, she is predominantly a **transformational leader**.

4. FEEDBACK ON ASSIGNMENT 02

First semester compulsory Assignment 02

The answers to Assignment 02 are provided in the table below:

Question No.	Answer	Question No.	Answer
1.	C	21.	C
2.	D	22.	C
3.	C	23.	D
4.	D	24.	C
5.	B	25.	C
6.	C	26.	D
7.	D	27.	D
8.	C	28.	C
9.	D	29.	D
10.	D	30.	D
11.	B	31.	B
12.	D	32.	D
13.	D	33.	D
14.	B	34.	C
15.	D	35.	A
16.	B	36.	D
17.	B	37.	B
18.	D	38.	B
19.	D	39.	B
20.	A	40.	B

All the answers for both Assignment 01 and 02 are in the prescribed textbook and MO001. Students are urged to go through the correct answers in order to understand why it is a correct answer or option as compared to others. If confusion exist, feel free to contact any of the lecturers for this module.

5. CONCLUSION

We trust that you will find the information herein useful.

We wish you all the best with your studies.

Your Lecturers

Mr V Muleya
Mr M Matjie