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Leadership

Duration 2 Hours

70 Marks

EXAMINERS
FIRST
SECOND

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Closed book examination

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This paper consists of 40 pages.

This examination question paper needs to be submitted at the end of the examination session.

INSTRUCTIONS

This paper comprises 70 multiple-choice questions, worth one mark each. Answers to these questions need to be completed on the mark-reading sheet as well as on pages 39 and 40 of this examination paper

The total of the paper is 70 marks

Answer the following 70 multiple-choice questions on the mark-reading sheet provided and on the table provided on page 38 of this examination question paper. Kindly ensure that you have filled in all the information correctly. Each question counts one mark, the total for this paper is 70 marks.

Question 1

The focus of the scientific, bureaucratic and administrative approaches to management, developed after the first Industrial Revolution, was on _____

- 1 teamwork and the creation of high-performance work teams
- 2 the work that needs to be done to attain organisational goals, management and productivity
- 3 the human element in organisations
- 4 information sharing and exchanging various viewpoints

Question 2

Grint conceptualised leadership in four significantly different approaches, namely leadership as (i) _____, (ii) _____, (iii) _____ and (iv) _____

- 1 (i) power, (ii) influence, (iii) politics, (iv) authority
- 2 (i) money, (ii) power, (iii) influence, (iv) management
- 3 (i) planning, (ii) organising, (iii) administration, (iv) control
- 4 (i) person, (ii) process, (iii) position, (iv) results

[TURN OVER]

Question 3

Which one of the following provides the best description of the concept *leadership*?

- 1 Leadership is a process whereby an individual influences a group of individuals to achieve a common goal
- 2 Leadership is a process whereby the organisation is structured and clarity is given to followers in terms of what is expected from them
- 3 Leadership is a response that an individual should give to situations that he/she are faced with
- 4 Leadership is the process whereby goals are formulated, tasks are identified, and control mechanisms are put in place

Question 4

In an African context, a leader's actions are interpreted from a _____ perspective

- 1 seniority
- 2 communalism
- 3 individualism
- 4 positional

[TURN OVER]

Question 5

The term *Ubuntu* means _____

- 1 one way trust relationships
- 2 tolerance and forgiveness of others
- 3 a person is a person through persons
- 4 interconnectedness and solidarity of society

Question 6

Which one of the following statements provides the best definition of *power*?

- 1 Power is the use of fear of punishment to achieve results
- 2 Power is to have access to resources, information and support needed to achieve a task
- 3 Power is to have control over material resources
- 4 Power is the ability of the leader to influence the behaviour of his/her followers

Question 7

The term *Machiavellian* is often used in modern organisations, where it refers to _____

- 1 leaders that take decisions that will benefit all stakeholders of the organisation
- 2 individuals who have a high need for power and who believe that the end justifies the means
- 3 the actions of leaders in their pursuit of ethical and responsible leadership
- 4 directing and controlling an organisation in a way that promotes good corporate governance

[TURN OVER]

Questions 8 to 10

In the table below, Column A lists the various sources of a leader's power, whereas Column B provides examples of these sources. Match the sources of a leader's power in Column A with an example thereof in Column B.

Column A Sources of a leader's power	Column B Example
8 Referent power	1 Mary is the marketing manager in a large organisation and she has the right to direct, request or demand change in the marketing department as she sees fit
9 Legitimate power	2 Siphon is an engineer working for the largest supplier of electricity in the country. Siphon has knowledge and insights to be more effective in the provision of electricity in a developing country with limited resources
10 Expert power	3 The purchasing manager of a building material retailer provides information about all possible suppliers to the purchasers in his department, who accept the information and choose the suppliers recommended by the manager
	4 John's followers hold John in high regard and admire and trust his judgment, therefore they are happy to emulate John

[TURN OVER]

Question 11

Study the following list of the various sources of power in order to answer question 11

- A legitimate power
- B reward power
- C referent power
- D expert power
- E coercive power

Which of the various sources of power listed above, are examples of power related to an individual's own aspects that he or she can transfer between positions?

- 1 A B
- 2 B C
- 3 C D
- 4 D E

Question 12

A leader's power to change technology or to change the organisation of employees' work, is referred to as _____ power by Yukl

- 1 ecological
- 2 system
- 3 legitimate
- 4 organisational

[TURN OVER]

Question 13

_____ is a proactive influence tactic whereby a leader offers one thing to his/her followers, which the leader regard as valuable, in exchange for support from the follower for a plan, activity or task that needs to be performed

- 1 Collaboration
- 2 Consultation
- 3 Personal appeal
- 4 Exchange

[TURN OVER]

Question 14

The influencing tactics of a leader can be categorised as either overt influence or unseen influence

*Which of the following are regarded as **overt influence**?*

- A ecology
- B force
- C exchange
- D rules and procedures
- E magnetism
- F skills

- 1 A B
- 2 B C D
- 3 C D E
- 4 E F

[TURN OVER]

Question 15

Kotter is well-known for his concise linking of management to (i) _____ and leadership to (ii)

- 1 (i) change, (ii) people
- 2 (i) complexity, (ii) change
- 3 (i) authority, (ii) power
- 4 (i) people, (ii) processes

Questions 16 and 17

Study the following list of concepts in order to answer questions 16 and 17

- A plans and budgets
- B innovates
- C organises staff
- D aligns people to outcomes
- E controls and solve problems
- F accepts reality
- G does things right
- H does the right things
- I motivates and inspires people and trust

[TURN OVER]

Question 16

Which of the concepts listed above relate to the actions of a **manager**?

- 1 A B C E F
- 2 A C E F G
- 3 B C E F G
- 4 E F G H

Question 17

Which of the concepts listed on page 9 relates to the actions of a **leader**?

- 1 A B D H I
- 2 B D H I
- 3 C D E F
- 4 E F G H

Question 18

_____ refers to the general theory of business administration that entails the all-encompassing process of organising people and resources effectively to direct activities towards common goals and objectives

- 1 Taylorism
- 2 Fayolism
- 3 Weberism
- 4 Machiavellianism

[TURN OVER]

Questions 19 to 21

In the table below, Column A lists various leadership approaches, whilst Column B provides the key idea of these approaches. Match the leadership approach in Column A with the key idea thereof in Column B.

Column A Leadership approach		Column B Key idea	
19	Trait approach	1	Determine the best leadership approach for a given situation
20	Behavioural approach	2	Leaders are born and not made, and certain leadership characteristics are common to all successful leaders
21	Contingency approach	3	Leaders may follow two styles namely task-oriented or employee-oriented leadership styles
		4	Successful leaders do things differently from unsuccessful leaders and managers can learn the right way of doing things

Question 22

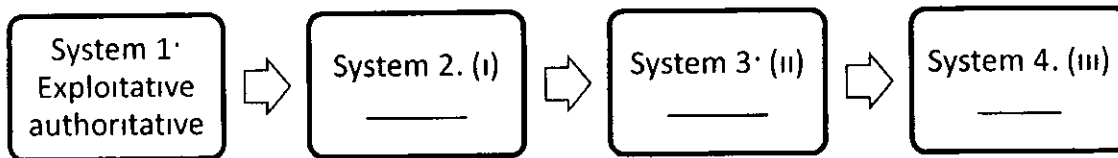
The managerial grid developed by Blake and Mouton, focus on the (i) _____ and the (ii) _____ orientation of leaders

- 1 (i) profit maximisation, (ii) shareholder satisfaction
- 2 (i) corporate governance, (ii) ethical
- 3 (i) profitability, (ii) productivity
- 4 (i) human relations, (ii) production

[TURN OVER]

Question 23

The figure below depicts the System 4 approach to leadership developed by Likert. Complete the figure



- 1 (i) Consultative, (ii), Authoritative (iii) Participative
- 2 (i) Autocratic, (ii) Democratic, (iii) Consultative
- 3 (i) Benevolent authoritative, (ii) Consultative, (iii) Participative
- 4 (i) Participative, (ii) Consultative, (iii) Participative

Question 24

The Least-Preferred Co-worker (LPC) scale was developed by (i) _____, according to which leaders with a low LPC score were thought to be (ii) _____, and leaders with a high LPC score were thought to be (iii) _____

- 1 (i) Blake and McCause, (ii) more democratic oriented; (iii) more autocratic oriented
- 2 (i) House, (ii) more employee oriented, (iii) more production oriented
- 3 (i) Fiedler, (ii) more task orientated, (iii) more relationship orientated
- 4 (i) Fiedler, (ii) more orientated towards the achievement of organisational objectives, (iii) more oriented towards the achievement of individual objectives

[TURN OVER]

Question 25

Which one of the following statements reflects the essence of Hersey, Blanchard and Dewey's leadership approach?

- 1 Leadership behaviour could change to match each situation that the leader face
- 2 Leaders should inform their followers about what needs to be done and give guidance along the way
- 3 Leaders need to be achievement oriented and set challenging goals for the followers
- 4 Leadership behaviour could change to match each follower of the leader

Question 26

Which one of the following statements characterises transactional leadership?

- 1 Transactional leadership is a process in which leaders and followers raise one another to higher levels of morality and motivation
- 2 Transactional leadership is embedded in personal and behavioural characteristics and leaders with these qualities can inspire subordinates through appropriate communication of the organisation's vision
- 3 Transactional leadership involves the alignment of followers' self-concept with the goals of the organisation
- 4 Transactional leadership is an exchange of rewards for compliance

[TURN OVER]

Question 27

Bernard Bass and Bruce Avolio identified a framework of factors, which together constitute the practice of transformational leadership

Which of the following are these factors?

- A Idealised influence
- B Inspirational motivation
- C Institutional knowledge
- D Intellectual stimulation
- E Individualised consideration

- 1 A B C D
- 2 A B D E
- 3 B C D
- 4 C D E

[TURN OVER]

Question 28

Which one of the following statements provides the best definition of charismatic leadership?

- 1 Charismatic leaders motivate their followers by appealing to their self-interest
- 2 Charismatic leaders uses contingent rewards, management by exception and laissez-faire leadership to attain organisational goals
- 3 Charismatic leaders can transform both leaders and followers
- 4 Charismatic leaders have the ability to inspire or motivate followers so that they will perform well and be committed to the organisation or action desired

[TURN OVER]

Questions 29 to 31

In the table below, Column A lists three approaches to charismatic leadership, and Column B provides a description of the three approaches. Match the approach to charismatic leadership in Column A with the correct description thereof in Column B.

Column A Approaches to charismatic leadership	Column B Description
29 Behavioural approach	1 Charismatic leaders will try to understand why followers do what they do and will develop that opinion by watching the follower in the work environment
30 Attributional approach	2 Charismatic leaders focus on the self-interest of their followers
31 Follower self-concept	3 Charismatic leadership is embedded in personal and behavioural characteristics and leaders, which exhibit these qualities, can inspire subordinates through communication of the organisation's vision
	4 Charismatic leaders are able to harness followers' self-concepts to the goals and aspirations of the organisation, and bring the internalisation of these goals both collectively and individually to followers

[TURN OVER]

Question 32

_____ leadership refers to the absence of leadership and represents behaviours such as abdicating responsibility, delaying decisions and giving no feedback to followers

- 1 Laissez-faire
- 2 Transactional
- 3 Unethical charismatic
- 4 Situational

Question 33

According to Katzenbach and Smith, the key elements of a team involve _____

- 1 mutual accountability and shared goals
- 2 self-management and individual goals
- 3 individual responsibility and individual accountability
- 4 mutual accountability and individual goals

Question 34

The team concept developed mainly from the _____ movement

- 1 total quality
- 2 human relations
- 3 scientific
- 4 administrative

[TURN OVER]

Question 35

During which stage of the team development process developed by Tuckman, will team members find common ground and agree on something?

- 1 forming
- 2 disbanding
- 3 cohesion
- 4 performing

Question 36

Which of the following characterises a real team?

- A team members come together only to share information
- B a small group of team members shares a common purpose and approach
- C team members have complimentary skills
- D each member of the team is accountable only for the work that the team has delegated to him or her
- E team members share accountability for the team's results

- 1 A B C
- 2 B C E
- 3 C D
- 4 D E

[TURN OVER]

Question 37

The team leadership approach developed by Susan Kogler Hill, differentiates between internal and external leadership actions

*Which of the following are examples of **internal** leadership actions?*

- 1 networking
- 2 advocating
- 3 structuring for results
- 4 negotiating support

Question 38

Which one of the following types of teams can operate without leadership – or, at least – without a leader to guide it?

- 1 pseudo teams
- 2 virtual teams
- 3 self-managing teams
- 4 functional teams

[TURN OVER]

Question 39

_____ team can be described as a team of individuals who work across time, space and organisational boundaries, and depends largely on communication technology to attain its objective

- 1 Self-managed
- 2 Virtual
- 3 Real
- 4 High-performance

Question 40

In _____ teams, team members are committed to one another's personal growth and development, and team effectiveness and performance impact is at its highest levels

- 1 working
- 2 real
- 3 high-performance
- 4 potential

[TURN OVER]

Question 41

Change (i) _____ is about the creating a vision of change for organisation (the dream), whereas change (ii) _____ is about translating the vision into agendas and actions (making the dream a reality)

- 1 (i) leadership, (ii) management
- 2 (i) management (ii) leadership
- 3 (i) adaption, (ii) management
- 4 (i) leadership, (ii) adoption

Question 42

At an organisational or macro level, change requires the following of three stages, namely (i) _____, (ii) _____ and (iii) _____.

- 1 (i) formulating a vision, (ii) developing appropriate reward systems, (iii) mobilising team members
- 2 (i) mobilising efforts in a new direction, (ii) adapting new behaviours to achieve change objectives, (iii) introducing new ways of working into the organisational culture
- 3 (i) selling the change initiative to followers, (ii) forcing individuals to adapt to change initiatives, (iii) reward individuals that comply
- 4 (i) implementing group decision-making techniques to identify various change initiatives, (ii) selecting change initiatives, (iii) control change initiatives

[TURN OVER]

Question 43

Individuals undergoing change pass through various stages

Which one of the following is the first stage when the need for change is forced upon the individual?

- 1 shock
- 2 denial
- 3 acceptance
- 4 integration

Question 44

_____ is associated with the 'unfreeze – move – refreeze' model of change?

- 1 Susan Hill
- 2 Ken Blanchard
- 3 Frederick Herzberg
- 4 Kurt Lewin

[TURN OVER]

Question 45

Stage (i) _____ of John Kotter's eight-stage process of creating major organisational change, involves (ii) _____

- 1 (i) five, (ii) the removal of obstacles to change
- 2 (i) three (ii) the establishment of a sense of urgency
- 3 (i) two, (ii) the creation of an organisational vision
- 4 (i) one, (ii) the establishment of a sense of urgency

Question 46

Which one of the following statements describe the contingency models of organisational change?

- 1 Change requires a sequence of stages to occur in a linear fashion
- 2 Change is not a one-size-fits-all process - different responses are required for different situations
- 3 Any change process should be dependent on the specific context of the each organisation
- 4 Change requires top-down management

[TURN OVER]

Questions 47 and 48

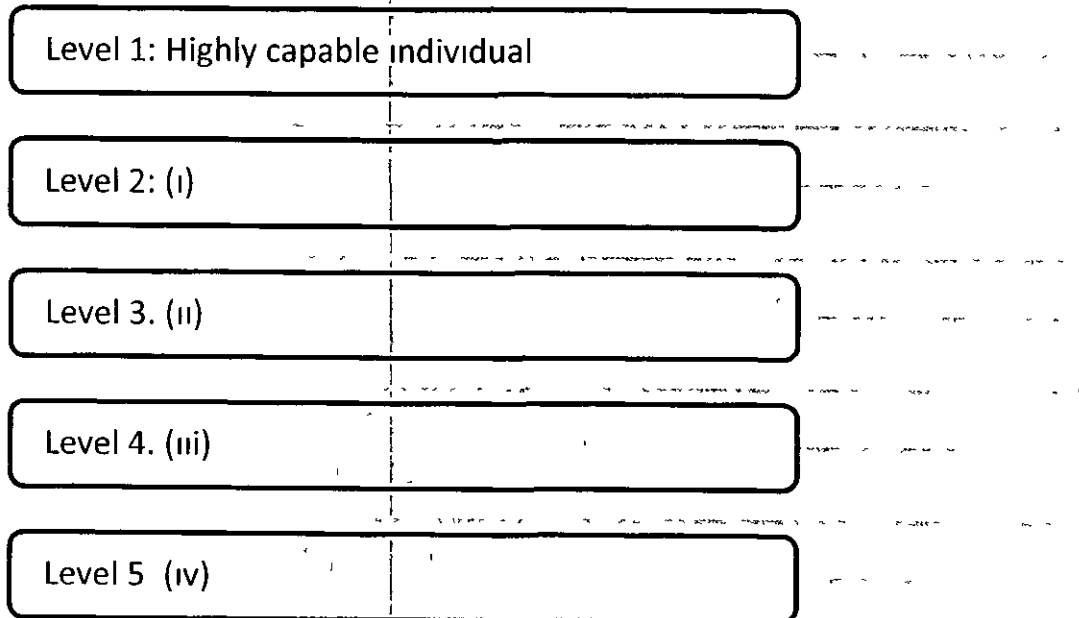
In the table below, Column A lists various strategies to deal with resistance to change in organisations, whilst Column B provides an example of the implementation of the strategy. Match the resistance to change strategy in Column A with an appropriate example in Column B.

Column A Resistance to change strategies	Column B Example
47 Facilitation and support	1 Employees who resist change are threatened with negative consequences such as retrenchment
48 Coercion	2 Manager communicate the reasons for change to all employees
	3 Employees are involved in and participate in the entire change process
	4 Employees who resist change are sent for therapy and special training

[TURN OVER]

Question 49

The figure below depicts the “Level 5 leadership” approach developed by Collins. Complete the figure.



- 1 (i) Contributing team member, (ii) Competent manager, (iii) Effective leader, (iv) Great leader
- 2 (i) Responsible leader, (ii) Change agent, (iii) Visionary leader, (iv) Team leader
- 3 (i) Triple bottom line leader, (ii) Effective leader, (iii) Responsible leader, (iv) reflective leader
- 4 (i) Competent leader, (ii) Production-oriented leader, (iii) Employee-oriented leader, (iv) Contributing team leader

[TURN OVER]

Question 50

Absorptive capacity can be defined as a leaders' ability to_____.

- 1 change and to lead his or her followers through major organisational changes
- 2 combine properties of understanding what is changing in the environment and what significance it holds for the organisation
- 3 identify organisational strengths, weaknesses, opportunities and threats
- 4 understand new developments, and be able to see how it can be used in the organisation

[TURN OVER]

Questions 51 and 52

In the table below, Column A lists two of the three streams of strategic leadership, whilst Column B provides an explanation thereof. Match the stream of strategic leadership in Column A with an explanation thereof in Column B.

Column A Stream of strategic leadership	Column B Explanation
51 Upper echelon theory	1 These theories explore issues of behavioural and cognitive complexity in the practice of leadership, as well as themes such as the role of social intelligence and the competing values theory
52 Emergent theories	2 This theory states that top management is solely responsible for developing and executing the business strategy, therefore top management used its members' personal experiences, values and personalities as a lens for formulating and executing business strategy
	3 These theories include the charismatic, transformational and visionary leadership theories, which are less concerned with strategic outcomes and more focused on the practice of leadership by individuals
	4 These theories refer to the sense-making ability of leaders to acknowledge constant change in its external environment and leading the organisation towards adapting to the changing environment

Question 53

Which one of the following statements provides the best explanation of visionary leadership?

- 1 Visionary leadership can be described as how the past, present and future come together to shape organisational change
- 2 Visionary leadership deals with the major reasons for an organisation to be in operation
- 3 Visionary leadership is mainly concerned with the strategic outcomes of the organisation and does not focus on the leadership practices of individuals
- 4 Visionary leadership views top managers as agents of the organisation's shareholders

Question 54

Authentic leaders are leaders who _____

- 1 not only does the right thing but also does so in the right way and for the right reasons
- 2 encourage and assist others in their personal development and help people find purpose in their jobs
- 3 have a keen insight into their own selves and are aware of their strengths, weaknesses, values and principles
- 4 build a culture of altruistic love, where followers can derive a sense of membership while pursuing a common vision

Question 55

Which of the following are the main dimensions of leader authenticity as suggested by George?

- A Serving followers
- B Understanding and pursuing your purpose with passion
- C Applying skills in the workplace
- D Holding and applying strong values
- E Creating relationships defined by trust that will endure over time
- F Demonstrating self-discipline
- G Leading from the heart

- 1 A B D E
- 2 B D E F G
- 3 C D E
- 4 C E F G

Question 56

Which one of the following cannot be regarded as a result of authentic leadership?

- 1 Authentic leaders create authentic followers
- 2 Authentic leaders create a more positive organisational climate
- 3 Authentic leadership will result in follower outcomes such as trust, engagement and workplace well-being
- 4 Authentic leadership will lead to higher profits

Question 57

An ethical leader can be described as a leader who _____

- 1 encourage and assist others in their personal development and help people find purpose in their jobs
- 2 lead their organisations towards profits maximisation
- 3 does the right thing, in the right way, and for the right reasons
- 4 focus on organisational sustainability

Question 58

According to Kohlberg, individuals can pass through three stages of moral development. The highest stage is the (i) _____ stage, where (ii) _____

- 1 (i) pre-conventional, (ii) ethical and moral norms are seen as being imposed externally and the individual will only comply with these if there are rewards for compliance or punishments for non-compliance
- 2 (i) post-conventional, (ii) individuals reason for themselves what is right and wrong from ideas about rights and justice
- 3 (i) conventional stage, (ii) ethical and moral norms come from the individual's close associates and the individual ensures that he or she conforms with the moral of the 'significant others' for the sake of the group
- 4 (i) post-conventional stage, (ii) ethical and moral norms come from the individual's close associates and the individual ensures that he or she conforms with the moral of the 'significant others' for the sake of the group

Question 59

Which of the following are personal elements that have an impact on the development of an authentic leader and the development of authentic leadership?

- 1 the leader's emotional intelligence and the leader's exposure to a supportive environment
- 2 role models, training, personal history and the leader's concern for others
- 3 the leader's self image and exposure to a negative working environment
- 4 the leader's level of integrity, level of self-monitoring and exposure to a supportive working environment

Question 60

A spiritual leader can be described as a leader _____

- 1 that not only does the right thing but also does so in the right way and for the right reasons
- 2 that encourages and assists others in their personal development and help people find purpose in their jobs
- 3 who has a keen insight into his or her own self and is aware of his or her strengths, weaknesses, values and principles
- 4 who builds a culture of altruistic love, where followers can derive a sense of membership while pursuing a common vision

Question 61

Responsible leadership can be described as the art of _____

- 1 realising a realistic profit to satisfy the shareholders of an organisation
- 2 building and sustaining morally sound relationships with all stakeholders of the organisation
- 3 meeting the fiduciary responsibility that an organisation has towards its shareholders
- 4 acting in such a way as to ensure the sustainability of the organisation

Question 62

Carroll identified various expectations, in the context of corporate social responsibility, that wider society place on organisations. These expectations are (i) _____, (ii) _____, (iii) _____, and (iv) _____ responsibilities.

- 1 (i) economic, (ii) physical; (iii) social; (iv) international
- 2 (i) legal, (ii) governance, (iii) philanthropic, (iv) social
- 3 (i) economic, (ii) legal, (iii) ethical, (vi) philanthropic
- 4 (i) cultural, (ii) legal, (iii) economic, (iv) social

Question 63

The first definition of sustainability came from the Brundtland Commission, also known as the United Nations World Commission on Economic Development, which stated that sustainable development is _____

- 1 meeting the economic needs of shareholders without compromising the needs of other stakeholders
- 2 considering the physical environment in formulating the goals and objectives of organisations
- 3 meeting future needs of society with the supply of natural resources
- 4 meeting the needs of the present generation without compromising the ability of future generations to meet their own needs

Question 64

In its most narrow sense, corporate social responsibility can be viewed as (i) _____, whilst the broader view of corporate social responsibility is (ii) _____

- 1 (i) the organisation's responsibility to act only in the economic interests of the shareholders of the organisation, (ii) a call for organisations to be held accountable for all its impacts on all its stakeholders in both legal and ethical terms
- 2 (i) the organisation's duty to refrain from harming society, (ii) the organisation's responsibility to act only in the economic interests of the shareholders of the organisation
- 3 (i) the organisation's responsibility to act ethically, (ii) the organisation's responsibility to act only in the economic interests of the shareholders of the organisation
- 4 (i) a call for organisations to be held accountable for all its impacts on all its stakeholders in both legal and ethical terms, (ii) the organisation's duty to refrain from harming society

Question 65

Organisations will respond to the challenge of responsibility and sustainability by taking a position on, or moving through various levels of commitment. Indicate the correct sequence of these levels

- 1 (i) acceptance, (ii) responsiveness, (iii) effectiveness, (iv) compliance, (v) strategic responsiveness, (vi) the sustaining corporation
- 2 (i) rejection, (ii) non-responsiveness, (iii) compliance, (iv) efficiency, (v) strategic proactivity, (vi) the sustaining corporation
- 3 (i) compliance, (ii) effectiveness, (iii) efficiency, (iv) responsiveness, (v) reactivity, (vi) the sustaining corporation
- 4 (i) strategic proactivity, (ii) responsiveness, (iii) efficiency, (iv) compliance; (v) strategic proactivity, (vi) the sustaining corporation

Questions 66 and 67

In the table below, Column A describes the honeybee approach to leadership, and Column B describes the locust approach to leadership. Use appropriate combinations of Column A and Column B to answer questions 66 and 67.

Column A Honeybee approach to leadership		Column B Locust approach to leadership	
A	'Doing the right thing' as an explicit core value	A	Acts antagonistically
B	Seeks profit maximisation	B	Prefers short-term profits and growth
C	Seeks co-operation	C	A sustainable organisation
D	Prefers a long-term perspective	D	Ambivalent and negotiable

Question 66

When comparing the two approaches to leadership in terms of the management of labour relations, the honeybee approach _____, whilst the locust approach to leadership _____

- 1 B C
- 2 C A
- 3 D B
- 4 A D

Question 67

When comparing the two approaches to leadership in terms of ethical behaviour, the honeybee approach has _____, whilst the locust approach is _____

- 1 A C
- 2 B A
- 3 A D
- 4 C B

Question 68

Leader development is focused on three main areas of skills development. Which of the following are these three areas?

- A cognitive skills development
- B conative skills development
- C socio emotional skills development
- D ethical skills development
- E behavioural skills development

- 1 A C E
- 2 B C D
- 3 B D E
- 4 C D E

Question 69

(i) _____ is a leader/leadership development tool that involves (ii) _____

- 1 (i) Coaching, (ii) a relationship between a more experienced leader from the same organisation or a similar sector or industry and a leader with less experience (referred to as the protégé)
- 2 (i) Mentoring, (ii) the use of role plays, simulations, structured activities and sensitivity training
- 3 (i) Experiential learning, (ii) collaborative problem-solving in which individuals come together to create a space to discuss the difficult issues that they face
- 4 (i) Action learning, (ii) collaborative problem-solving in which individuals come together to create a space to discuss the difficult issues that they face

Question 70

General and specific measures should be developed to measure leadership performance in organisations

*Which of the following are **general measures** of leadership performance?*

- A The quality of the leader's work in his/her position
- B The quantity of the work produced by the leader
- C The degree of consensus between groups and teams that report to the leader
- D The degree to which best practices are implemented in the workplace
- E The timeliness of the work produced by the leader
- F The cost-effectiveness of producing the work by the leader
- G The degree to which the leader find new ways to perform tasks

- 1 A B E F
- 2 B E F G
- 3 C D F G
- 4 D E F G

Total

[70 marks]

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 - 4 VUL U STUDENTENOMMER VAN LINKS NA REGS IN
 - 5 KONTROLEER DAT U DIF 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

1	1) 2) 3) 4) 5)	36	1) 2) 3) 4) 5)	71	1) 2) 3) 4) 5)	106	1) 2) 3) 4) 5)
2	1) 2) 3) 4) 5)	37	1) 2) 3) 4) 5)	72	1) 2) 3) 4) 5)	107	1) 2) 3) 4) 5)
3	1) 2) 3) 4) 5)	38	1) 2) 3) 4) 5)	73	1) 2) 3) 4) 5)	108	1) 2) 3) 4) 5)
4	1) 2) 3) 4) 5)	39	1) 2) 3) 4) 5)	74	1) 2) 3) 4) 5)	109	1) 2) 3) 4) 5)
5	1) 2) 3) 4) 5)	40	1) 2) 3) 4) 5)	75	1) 2) 3) 4) 5)	110	1) 2) 3) 4) 5)
6	1) 2) 3) 4) 5)	41	1) 2) 3) 4) 5)	76	1) 2) 3) 4) 5)	111	1) 2) 3) 4) 5)
7	1) 2) 3) 4) 5)	42	1) 2) 3) 4) 5)	77	1) 2) 3) 4) 5)	112	1) 2) 3) 4) 5)
8	1) 2) 3) 4) 5)	43	1) 2) 3) 4) 5)	78	1) 2) 3) 4) 5)	113	1) 2) 3) 4) 5)
9	1) 2) 3) 4) 5)	44	1) 2) 3) 4) 5)	79	1) 2) 3) 4) 5)	114	1) 2) 3) 4) 5)
10	1) 2) 3) 4) 5)	45	1) 2) 3) 4) 5)	80	1) 2) 3) 4) 5)	115	1) 2) 3) 4) 5)
11	1) 2) 3) 4) 5)	46	1) 2) 3) 4) 5)	81	1) 2) 3) 4) 5)	116	1) 2) 3) 4) 5)
12	1) 2) 3) 4) 5)	47	1) 2) 3) 4) 5)	82	1) 2) 3) 4) 5)	117	1) 2) 3) 4) 5)
13	1) 2) 3) 4) 5)	48	1) 2) 3) 4) 5)	83	1) 2) 3) 4) 5)	118	1) 2) 3) 4) 5)
14	1) 2) 3) 4) 5)	49	1) 2) 3) 4) 5)	84	1) 2) 3) 4) 5)	119	1) 2) 3) 4) 5)
15	1) 2) 3) 4) 5)	50	1) 2) 3) 4) 5)	85	1) 2) 3) 4) 5)	120	1) 2) 3) 4) 5)
16	1) 2) 3) 4) 5)	51	1) 2) 3) 4) 5)	86	1) 2) 3) 4) 5)	121	1) 2) 3) 4) 5)
17	1) 2) 3) 4) 5)	52	1) 2) 3) 4) 5)	87	1) 2) 3) 4) 5)	122	1) 2) 3) 4) 5)
18	1) 2) 3) 4) 5)	53	1) 2) 3) 4) 5)	88	1) 2) 3) 4) 5)	123	1) 2) 3) 4) 5)
19	1) 2) 3) 4) 5)	54	1) 2) 3) 4) 5)	89	1) 2) 3) 4) 5)	124	1) 2) 3) 4) 5)
20	1) 2) 3) 4) 5)	55	1) 2) 3) 4) 5)	90	1) 2) 3) 4) 5)	125	1) 2) 3) 4) 5)
21	1) 2) 3) 4) 5)	56	1) 2) 3) 4) 5)	91	1) 2) 3) 4) 5)	126	1) 2) 3) 4) 5)
22	1) 2) 3) 4) 5)	57	1) 2) 3) 4) 5)	92	1) 2) 3) 4) 5)	127	1) 2) 3) 4) 5)
23	1) 2) 3) 4) 5)	58	1) 2) 3) 4) 5)	93	1) 2) 3) 4) 5)	128	1) 2) 3) 4) 5)
24	1) 2) 3) 4) 5)	59	1) 2) 3) 4) 5)	94	1) 2) 3) 4) 5)	129	1) 2) 3) 4) 5)
25	1) 2) 3) 4) 5)	60	1) 2) 3) 4) 5)	95	1) 2) 3) 4) 5)	130	1) 2) 3) 4) 5)
26	1) 2) 3) 4) 5)	61	1) 2) 3) 4) 5)	96	1) 2) 3) 4) 5)	131	1) 2) 3) 4) 5)
27	1) 2) 3) 4) 5)	62	1) 2) 3) 4) 5)	97	1) 2) 3) 4) 5)	132	1) 2) 3) 4) 5)
28	1) 2) 3) 4) 5)	63	1) 2) 3) 4) 5)	98	1) 2) 3) 4) 5)	133	1) 2) 3) 4) 5)
29	1) 2) 3) 4) 5)	64	1) 2) 3) 4) 5)	99	1) 2) 3) 4) 5)	134	1) 2) 3) 4) 5)
30	1) 2) 3) 4) 5)	65	1) 2) 3) 4) 5)	100	1) 2) 3) 4) 5)	135	1) 2) 3) 4) 5)
31	1) 2) 3) 4) 5)	66	1) 2) 3) 4) 5)	101	1) 2) 3) 4) 5)	136	1) 2) 3) 4) 5)
32	1) 2) 3) 4) 5)	67	1) 2) 3) 4) 5)	102	1) 2) 3) 4) 5)	137	1) 2) 3) 4) 5)
33	1) 2) 3) 4) 5)	68	1) 2) 3) 4) 5)	103	1) 2) 3) 4) 5)	138	1) 2) 3) 4) 5)
34	1) 2) 3) 4) 5)	69	1) 2) 3) 4) 5)	104	1) 2) 3) 4) 5)	139	1) 2) 3) 4) 5)
35	1) 2) 3) 4) 5)	70	1) 2) 3) 4) 5)	105	1) 2) 3) 4) 5)	140	1) 2) 3) 4) 5)

Specimen only

MARK READING SHEET INSTRUCTIONS

Your mark reading sheet is marked by computer and should therefore be filled in thoroughly and correctly

USE ONLY AN HB PENCIL TO COMPLETE YOUR MARK READING SHEET

PLEASE DO NOT FOLD OR DAMAGE YOUR MARK READING SHEET

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- 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
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 for the first paper and

0	2
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 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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That the information supplied by me in this answer book is correct and valid

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Signature of candidate

ID Number

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Examination period

Student number

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Surname

First Names

Subject

Code of paper

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Signature of candidate

ID Number

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Batch No

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Signature of invigilator

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