

Tutorial Letter 201/2/2018

Leadership

MNL2601

Semester 2

Department of Business Management

IMPORTANT INFORMATION:

This tutorial letter contains feedback on Assignment 01 of Semester 2 for MNL2601.

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1. INTRODUCTION

Dear Student

The purpose of this tutorial letter is to provide you with feedback on Assignment 01. The assignments and feedback on these assignments constitute a vital part of your learning and will assist you in preparing for the next assignment and the examination.

Although, the questions in Assignment 01 should give you a good indication of the type of questions, you can expect in the examination, please note that we do **not** repeat assignment questions in the examination.

2. COMMENTS ON THE MCQ ASSIGNMENT

The assignment questions are all multiple-choice questions (MCQ). The questions and model answers to the 20 multiple-choice questions for Assignment 01, semester 2 are provided on the following pages. References in the prescribed book (or study guide) and an explanation of the model answers in cases where questions are not directly derived from the prescribed book are also provided. Please study the comments carefully and compare your answers with the model answers.

3. FEEDBACK ON ASSIGNMENT 01

Question 1

Which one of the following is not a reason why we study leadership theoretically?

Option 1 is the correct answer.

Leadership studies can provide insights into the behaviour of managers and the owners of business organisations but it is not the reason why we study leadership theoretically.

The three reasons why we study leadership theoretically are the following:

- Leadership studies and leadership research can offer insights into hundreds of different leaders in a much wider scope of leadership situations than we are likely to experience as individuals.
- The findings of much leadership-related research have been tested robustly and are based on sound evidence, rather than biased results.
- A theoretical framework of leadership can offer us a series of benchmarks against which we can test our own ideas and measure our own experiences in terms of leadership

Refer to Chapter 1, Section 1.3 of the prescribed textbook.

Question 2

A number of prominent themes can be determined in academic literature on leadership.

Which of the following are amongst the most prominent themes?

Option 2 is the correct answer.

A number of prominent themes determined in the academic literature are the following:

- The situation or contingency that a leader is faced with in an organisation
- Leadership is a collective process, involving the relationships between individuals, and between an individual, the leader and the group
- Leadership is vested in the individual

Refer to Chapter 2, Section 2.1 of the prescribed textbook.

Question 3

_____ is the product of the position that a person holds in an organisation.

Option 3 is the correct answer.

Power can also be a product of the position one holds in an organisation.

Leadership, influence and motivation are some of the qualities of successful leaders but are not correct for this question.

Refer to Chapter 2, Section 2.2 of the prescribed textbook.

Question 4

Leaders can use various tactics to influence the behaviour and decisions of their followers. _____ *refers to a tactic whereby a leader compliments and praises a follower in order to solicit his/her help or support.*

Option 4 is the correct answer.

Ingratiation is when a leader compliments and praises a follower to solicit his or her help or support. Refer to Chapter 2, Table 2.2 of the prescribed textbook.

Questions 5 to 7

In the table below, Column A lists the various sources of power that a leader may have, whereas Column B provides examples thereof. Match the source of power in Column A with an explanation thereof in Column B.

Column A		Column B	
Source of power		Explanation	
5	Legitimate power	1	The ability to provide information about a subject or task in such a way that the follower will accept that information and behave in a way that the leaders suggests
6	Referent power	2	The follower holds the leader in high regard and admires his/her behaviour, trusts his/her judgment and is happy to emulate him/her

7	Coercive power	3	The ability to enforce compliance through fear
		4	Followers accept that the leader has the right to direct, request or demand a change

Question 5

In the table below, Column A lists the various sources of power that a leader may have, whereas Column B provides examples thereof. Match the source of power in Column A with an explanation thereof in Column B.

Option 4 is the correct answer.

Legitimate power is when followers accept that the leader has the right to direct, request or demand a change.

Refer to Chapter 2, Section 2.3.

Question 6

Option 2 is the correct answer.

Referent power is when the follower holds the leader in high regard and admires hi/her behaviour, trusts his judgement and is happy to emulate him/her.

Refer to Chapter 2, Section 2.3.

Question 7

Option 3 is the correct answer.

Coercive power is the ability of a leader to enforce compliance through fear.

Refer to Chapter 2, Section 2.3.

Question 8

Which of the following can be regarded as unseen influence that a leader can exercise on his/her followers?

Option 1 is the correct answer.

According to Charles Handy, ecology and magnetism is when a leader exercise unseen influence on his/ her followers.

Refer to Chapter 2, Section 2.4.

Question 9

Max Weber contributed to the leadership/management debate and divided authority into three types.

Identify these three types of authority from the list provided.

Option 1 is the correct answer.

Max Weber contributed to the leadership/ management debate and divided authority into three types, these are:

- Legitimate authority
- Traditional authority
- Charismatic authority

Refer to Chapter 3, Section 3.1.

Study the following activities in order to answer **questions 10 and 11**.

Question 10

John Kotter is especially known for his differentiation between leadership and management.

Which of the activities listed above pertain, according to Kotter, to leaders?

Option 2 is the correct answer.

He identified the following leadership activities:

- Establish direction
- Communicate vision and strategy
- Energise people to overcome obstacles

Refer to Chapter 3, Section 3.2.

Question 11

Option 3 is the correct answer.

John Kotter's management activities are the following:

- Establish action plans and timetables
- Develop policies and procedures
- Take corrective action against shortfalls

Refer to Chapter 3, Section 3.2

Question 12

i) _____ is famous for his Great Man Theory, which states that (ii) _____.

Option 2 is the correct answer.

Thomas Carlyle is famous for the Great Man Theory, which states, “the Great Man was always as lightning, out of Heaven, the rest of men waited for him like fuel, and they too would flame”.

Refer to Chapter 4, Section 4.1

Questions 13 to 15

Research in terms of the personality traits of successful leaders, can be generalised into five main factors.

In the table on the following page, Column A lists three of these factors, and Column B provides a description thereof. Match the personality factor in Column A with a description thereof in Column B.

Column A		Column B	
Factors of personality		Description	
13	Extraversion	1	The leader is creative, imaginative and thoughtful
14	Agreeableness	2	The leader is trustworthy, gentle and warm
15	Intellect	3	The leader is emotionally stable
		4	The leader is outgoing and assertive, possibly even a thrill seeker

Question 13

Option 4 is the correct answer.

Extraversion is best described as, when the leader is outgoing and assertive, possible even as a thrill seeker.

Refer to Chapter 4, Section 4.1.

Question 14

Option 2 is the correct answer.

Agreeableness is best described as a leader's trustworthiness, gentleness and warmth.

Refer to Chapter 4, Section 4.1.

Question 15

Option 1 is the correct answer.

Intellect is described as a leader's creativity, imagination and thoughtfulness.

Refer to Chapter 4, Section 4.1.

Question 16

The Ohio State University contributed to the behavioural theories of leadership and identified two dimensions of leadership behaviour, namely a leaders' (i) _____ and (ii) _____.

Option 3 is the correct answer.

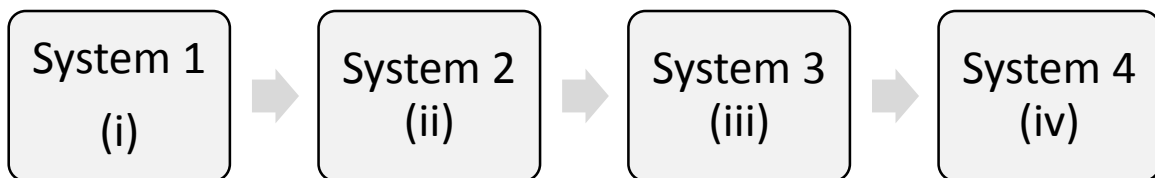
Two dimensions of leadership identified by Ohio State University that contributed to leadership behaviour, which are:

(i) consideration; (ii) initiation

Refer to Chapter 4, Section 4.2.

Question 17

The following figure depicts the Four Systems model. Study the figure and complete the missing spaces.



Option 3 is the correct answer.

The Four System model is determined by:

- (i) Exploitative authoritative leadership
- (ii) Benevolent authoritative leadership
- (iii) Consultative leadership
- (iv) Participative leadership

Refer to Chapter 4, Section 4.2.

Question 18

Fiedler's leadership hypothesis in terms of leadership, states the following:

Option 4 is the correct answer.

Fiedler's leadership hypothesis, states, "Rather than adjusting their personality or motivation to suit a situation, it is easier for leaders to adjust the situation that they are faced with in order to suit their own leadership style".

Refer to chapter 4, Section 4.3.

Question 19

According to Hersey, Blanchard and Dewey's situational approach to leadership, effective leadership requires three main competencies, namely (i) _____; (ii) _____; and (iii) _____.

Option 3 is the correct answer.

According to Hersey, Blanchard and Dewey's situational approach to leadership, effective leadership requires three main competencies, namely:

(i) ability to diagnose problems; (ii) ability to adapt to changing circumstances; (iii) communicating well with followers

Refer to chapter 4, Section 4.3.

Question 20

A contemporary competency framework of leadership indicates a move away from (i) _____; towards (ii) _____.

Option 2 is the correct answer.

A contemporary competency framework of leadership indicates a move away from

(i) what is needed to complete a specific task in an organisation;
(ii) how the specific task needs to be completed.

Refer to chapter 4, Section 4.4

4. CONCLUDING REMARKS

We would like to encourage you to refer to your prescribed text book and the learning outcomes in the study guide and ensure that you can achieve them. You are advised to pay special attention to the concepts you have not yet understood especially where you have provided the wrong answers in the assignments.

We wish you the best of luck with your MNL2601 studies.

Kind regards

Your lecturers for MNL 2601

Department of Business Management

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