

UNIVERSITY OF SWAZILAND

INSTITUTE OF DISTANCE EDUCATION

B. ED (ADULT EDUCATION) YEAR IV

MAIN EXAMINATION: ACADEMIC YEAR 2012/13

[MAY 2013]

COURSE TITLE - Leadership in Organisations
COURSE NUMBER - BAE 428
TIME ALLOWED - Three (3) Hours

INSTRUCTIONS

1. This paper consists of Section A and Section B
2. The case study in Section (A) is compulsory
3. Answer any three (3) questions from Section (B)

NOTE

You are reminded that in assessing your work, account will be given of the **accuracy of language**, general **quality of expression**, as well as the **layout and presentation** of your final answer.

GOOD LUCK!!

SECTION A

CASE STUDY – COMPULSORY [40 MARKS]

THE STATELINESS OF CHARLES DE GAULLE

Certain men have, one might almost say from birth, the quality of exuding authority, as though it were a liquid, though it is impossible to say precisely of what it consists. In his fascinating book, *Leaders*, former U.S. President Richard Nixon described the French President Charles de Gaulle as one of the great leaders he had met. The following are several aspects of de Gaulle's leadership based on Nixon's observations:

He conveyed stately dignity. De Gaulle had a resolute bearing that conveyed distance and superiority to others. He was at ease with other heads of states but never informal with anyone, even close friends. His tall nature and imperious manner conveyed the message he was not a common man.

He was a masterful public speaker. He had a deep, serene voice and a calm, self-assured manner. He used the French language grandly and eloquently. According to Nixon, "He spoke so articulately and with such precision that his message seemed to resonate apart from his words" (p.59)

He played the part. De Gaulle understood the role of theater in politics, and his meetings with the press (a thousand at a time!) were like audiences with royalty. He staged them in great, ornate halls, and he deftly crafted public statements that would be understood differently by different groups. In one sense, perhaps, this could be seen as a sort of falseness, but that may be too narrow a view. Nixon reflected on this aspect of de Gaulle's leadership. "General de Gaulle was a façade, but not a false one. Behind it was a man of incandescent, intellect and a

phenomenal discipline. The façade was like the ornamentation on a great cathedral, rather than the flimsy pretense of a Hollywood prop with nothing behind it” (p. 60)

Source: R. Nixon, Leaders (New York: Warner Books, 1982)

Questions:

1. Briefly describe the leadership theory associated with President Nixon’s description of President Charles de Gaulle. [15 Marks]
 2. According to this passage, what is the basis for describing President Charles de Gaulle as a great leader? [10 Marks]
 3. What aspects of leaders come out as important in leadership from this passage? [15 Marks]
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SECTION B [60 MARKS]

INSTRUCTION

Answer any three (3) questions

1. (a) How does personality play into leadership? [10 Marks]
 - (b) “Leadership effectiveness or emergence is positively correlated with intelligence”
Discuss. [10 Marks]
 2. Do you believe leadership can be studied scientifically? Why or Why not? [10 Marks]
 3. Identify several values you think might be the basis of conflict or misunderstanding between leaders and followers [20 Marks]
 4. (a) Describe how values affect leadership? [10 Marks]
 - (b) What are attitudes and what implications do they have for leaders? [10 Marks]
 5. Some definitions of leadership exclude reliance on formal authority or coercion (i.e. certain actions by a person in authority may “work” but should not be considered leadership). What are the merits and demerits of such a view? [20 Marks]
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