

UNIVERSITY OF SWAZILAND
INSTITUTE OF DISTANCE EDUCATION
MAIN EXAMINATION: ACAD. YEAR 2013/14
NOV/DEC. 2013

COURSE TITLE - Leadership in Organisations
COURSE CODE - BAE 425
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, credit will be given on the accuracy of language and the general quality of expression, together with the layout and presentation of your final answer.

GOOD LUCK!!

**CANDIDATES ARE NOT ALLOWED TO READ THE QUESTIONS UNTIL THEY ARE
TOLD TO DO SO BY THE INVIGILATOR**

SECTION A - COMPULSORY (40 MARKS)

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READ THE CASE STUDY BELOW AND ANSWER THE QUESTIONS THAT FOLLOW

THE DRILL SERGEANT AT FIRST

Mark Young is the head of the painting department in a large hospital and 20 union employees report to him. Prior to coming on board at the hospital, he had worked as an independent contractor. At the hospital, he took a position that was newly created because the hospital believed change was needed in how painting services were provided.

Upon beginning his job, Mark did a 4-month analysis of the direct and indirect costs of painting services. His findings supported the perceptions of his administrators that painting services were inefficient and costly. As a result, Mark completely reorganized the department, designed a new scheduling procedure, and redefined the expected standards of performance.

Mark says that when he started out in his new job he was “all tasks,” like a drill sergeant who did not seek any input from his subordinates. From Mark’s point of view, the hospital environment did not leave much room for errors, so he needed to be strict about getting painters to do a good job within the constraints of the hospital environment.

As time went along, Mark relaxed his style and was less demanding. He allocated some responsibilities to two crew leaders who reported to him, but always stayed in close touch with each of the employees. On a weekly basis, Mark was known to take small groups of workers to the local sports bar for burgers on the house. He loved to banter with the employees and could dish it out as well as take it.

Mark is very proud of his department. He says he always wanted to be a coach and that’s how he feels about running his department. He enjoys working with people, and in particular he says

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Mark is very proud of his department. He says he always wanted to be a coach and that’s how he feels about running his department. He enjoys working with people, and in particular he says he likes to see that glint in their eyes when they come to realization that they have done a good job and they have done it on their own.

Because of Mark's leadership, the painting department improved substantially and is now seen by workers in other departments as the most productive department in hospital maintenance. Painting services received a customer rating of 92 per cent, which was the highest of any service in the hospital.

Questions

1. How would you describe Mark's leadership? [10 Marks]
2. How did his style change over time? [10 Marks]
3. In general, do you think he is more task oriented or more relationship oriented? [10 Marks]
4. If he took the Blake and Mouton's Managerial grid, what score do you think he would get? [10 Marks]

Source:

Adapted from Peter G. Northouse. Leadership: Theory and Practice, 3rd edition 2003. USA. Sage Publications. Inc., pp. 77 & 78.

SECTION B (60 MARKS)

INSTRUCTION

Answer any three (3) questions

1. (a) Is leadership another word for influence? Can you think of some examples of influence that you would not consider ^{vvv} leadership? [10 Marks]
(b) How does personality play into leadership? [10 Marks]
2. (a) Where does a leader's power come from? Do leaders "have" it, or do followers "give" it to them? [10 Marks]
(b) "Leadership effectiveness or emergence is positively correlated with intelligence" Discuss [10 Marks]
3. (a) Are some people the "leader type" and others not? If so, ^{mention three things} what in your judgment ~~what~~ distinguishes them? [10 Marks]
(b) Describe how values affect leadership [10 Marks]
4. Generally, leaders get most of the credit for a group's or organisation's success. Do you believe this is warranted or fair? [20 Marks]
5. "The leader-follower relationship is not a one-way street" Discuss. [20 Marks]