

## FINAL EXAMINATION – ANSWERS

**PLEASE NOTE. ANSWERS MAY NOT BE THE SAME AS THE MARKING SCHEME BUT THEY HAVE TO BE CLOSE IN MEANING AND /OR DEFINITION**

1. What do you understand by the following terms as they have been used in Leadership principles? (10 MARKS)
  - 1) Leadership – The process by which a person influences others to accomplish an objective or goal and directs the organization in a way that makes it or them more cohesive and coherent.
  - 2) Servant leadership – This type of leadership describes leaders who lead from positions of moral influence, not from a power relationship, and who are follower-centric. The attributes most commonly associated with servant leadership are empathy, kindness, honesty, humility and respect for others especially the less powerful followers or subordinates. Servant leadership transcends self-interests to serve the needs of others by helping followers grow professionally and personally.
  - 3) Transformational leadership -In this type of leadership, the leader asks followers to transcend their own self-interest for the good of the group, organization or society; to consider their long-term needs to develop themselves rather than their needs of their moment and to become more aware of what is important
  - 4) Transactional leader - A transactional leader is a leader that can identify the expectations of their followers and respond to them by establishing a close link between effort and reward. Power is given to the leader to evaluate, correct and train subordinates when performance needs to be improved and to reward effectiveness when the required outcomes are achieved.
  - 5) Ethical leadership – This is leadership where the leader thinks about long-term consequences, drawbacks and benefits of the decisions they make in the organization. They are humble, concerned for the greater good, strive for fairness, take responsibility and show respect for each individual. Ethical leaders set high ethical standards and act in accordance with them. They influence ethical values of the organization through their behavior. Leaders serve as role models for their followers and show them the behavioral boundaries set within an organization. They are perceived as honest, trustworthy, courageous and demonstrating integrity.
  
2. The thinking framework of a leader is built on two inseparable elements essential for the evaluation of effective leadership; behavior and relationship. This allows for the successful accomplishing of the organization’s set goals. State ANY five qualities that are leader-oriented that make up successful leadership. (10 MARKS)

- 1) Courage
  - 2) Competency
  - 3) Integrity
  - 4) Passion
  - 5) Purpose
  - 6) Intimacy
  - 7) Vision
3. There are several leadership theories that have been studied by scholars of leadership management principles. Explain the following FIVE Stated below. (20 MARKS)
- 1) Trait theory/ approach – This trait studies any exceptional or distinct quality differentiating the leader from the follower with the implication that it should be possible to identify a leader based on his or her traits. It states that leaders are endowed with superior, unique, or inherent qualities or naturally occurring tendencies, differentiating them from followers.
  - 2) Behavior theory/ Approach – this theoretical approach focuses on the leader’s observable behaviors that influence followers to commit their actions to meet the specified task requirement of the leader. The theory stipulates the leader’s behavior is the cue that evokes the followers’ actions to accomplish a task or behave in a certain manner.
  - 3) Power-influence theory/ approach – This research approach involves a dyadic leader-follower relationship. It is a leader-centered perspective that proposes that causality occurs when the leaders direct and the followers act on the direction. The effectiveness of leadership power is examined in this approach in terms of the amount and type of personal and position power a leader has and how the power is managed.
  - 4) Situational theory/ Approach – This approach states that leaders should change their leadership styles based on the maturity of the people they are leading and the detail of the tasks to be performed. This theory suggests that leaders should change their behavior based on the competency of their followers and the commitment of their followers.
  - 5) Integrative theory/ Approach – the integrative approach includes more than a single variable of study. In one case, it could include a study of trait and behavioral approaches or the power-influence and situational approaches or a combination of more than two. It is rare though, to find a study that includes all the approaches discussed. It is important to note that the outcome of leadership can be a matter of using various approaches.
4. Discuss the following FIVE components of skills leadership theory approach to leadership. (20 MARKS)
- 1) Autocratic Leadership – This is leadership where the leader makes the decisions, tell the employees what to do and closely supervises workers. Managers are mostly

- known to use autocratic type of leadership. This style promotes individual control over all decisions with little to no input from group members.
- 2) Charismatic leadership – This is leadership that manifests its self in a leader’s emotional expressiveness, interpersonal communication style or cues to shape, inspire and captivate others based on the personal identification of the followers on the leaders. It can be spiritual power or a personal quality that gives an individual influence or authority over large numbers of people.
  - 3) Democratic/ participative leadership – This type of leadership encourages the participation of followers in making decisions and working with employees to determine what to do and does not require the close supervision of employees. Follower participation is central to this type of leadership style as the formal procedures for making important decisions give members significant influence and participation in group decision.
  - 4) Inspirational Leadership – This is leadership is often considered a component of transformational leadership. Inspirational leadership involves the use of influence tactics that have an emotional or value-based appeal. The leaders make an inspirational appeal to the stakeholder’s value and ideals or seek to arouse the group’s emotions to gain commitment to a new task or proposal.
  - 5) Laissez-Faire Leadership – this is leadership that is defined as passive indifference about the task and subordinates. This is where the leader ignores problems and may dismiss subordinates’ needs for guidance, purpose and direction. Laissez-Faire Leadership can be described as the lack of effective tactics and leadership. Laissez-Faire Leaders do not interfere, instead allowing employees within the team to make many decisions.
5. Discuss briefly what you understand by the following four factors of the synergistic leadership theory. (10 MARKS)

Factor 1: attitudes, beliefs, and values

The first factor of the theory is attitudes, beliefs, and values. Personal, community, and organizational perceptions and decisions are influenced by beliefs, attitudes, and values. It is recognized that it is interconnected with attitudes, values, and beliefs with the leader, others, and the organization. Attitudes, beliefs, and values are depicted as dichotomous, as an individual or group would either adhere or not adhere to specific attitudes, beliefs, or values at a certain point in time

Factor 2: leadership behavior

The second factor of the theory, leadership behavior, derives directly from the literature on male and female leadership behaviors and is depicted as a range of behaviors from autocratic to nurturer. Many reports ascribe specific leadership behaviors as more masculine or more feminine. The range of behaviors include those ascribed to female leaders, such as interdependence, cooperation, receptivity, merging, acceptance, and

being aware of patterns, wholes, and context; as well as those ascribed to male leaders, including self-assertion, separation, independence, control, and competition.

Factor 3: external forces

External forces, as depicted in the model, are those influencers outside the control of the organization or the leader that interact with the organization and the leader and that inherently embody a set of values, attitudes and beliefs. Significant external influencers or forces relate to local, national, and international community and conditions, governmental regulations, laws, demographics, cultural climate, technological advances, economic situations, political climate, family conditions, and geography. Additionally, parents are included as well as taxpayers, business, professional community, and so on. External forces within social systems model are the local community, administrative community, social community, instrumental community, ethnic community, and ideological community.

Factor 4: organizational structure

Organizational structure refers to characteristics of organizations and how they operate. The synergistic leadership theory model depicts organizational structures as ranging from open, feminist organizations to tightly bureaucratic ones. Bureaucratic organizations include division of labor, rules, hierarchy of authority, impersonality, and competence, whereas feminist organizations are characterized by practices such as participative decision making, systems of rotating leadership, promotion of community and cooperation, and power sharing

6. Briefly discuss the **difference** and the **similarity** between transactional and transformational leadership (20 MARKS)

**Differences**

Compensation and punishment are used in transactional leadership as a basis for correcting the followers but charisma and enthusiasm is used to influence followers by a transformational leadership. In a transactional leadership, stress is placed on the leader's connection with followers meanwhile, stress is laid on the values, beliefs and needs of the leader and followers in the transformational leadership. Transactional leadership is reactive whereas transformational leadership is proactive and also that transactional leadership is best for a stable setting, while transformational leadership is good for the wild setting. Transactional leadership works for refining the present circumstances of the organization and on the other hand, transformational leadership works for shifting the present circumstances of the organization to a better one. Transactional leadership is bureaucratic while transformational leadership is charismatic. Transactional leadership gives room for only one leader in a group but there can be more than one leader in a

group in transformational leadership. Transactional leadership is focused on planning and execution which is different from transformational leadership that focuses on promoting innovation. Followers feel more satisfied and work more effectively under a transformational leadership style than in a transactional leadership style.

Transformational leadership leader stimulates followers to do more than originally expected. Furthermore, when employees are motivated to perform more than they could do in normal circumstances, productivity is increased. Comparing transactional and transformational leadership, the differences appear to be huge and placing transformational leadership as the best.

### **Similarities**

The similarities of transactional and transformational leadership is first apart from them being of separate domains, a leader can still be both transactional and transformational. Transformational leadership builds on transactional leadership and not vice versa. The similarity is that transformational leadership builds on transactional leadership. Transformational leadership can be viewed as a distinct case (improved) of transactional leadership, though both approaches are linked to the achievement of some goals (normally same goal). For example, both transactional and transformational leadership encourages productivity. Both have a clear structure, and it allows employees to control compensation and make goals achievable which are seen as its advantages.

7. Briefly discuss the following elements of ethics (10 MARKS)

- i. Organizational elements - Probably the most common organizational element involved in ethical dilemmas is the organization's financial operations. They may be facilitating or covering up ethical failures in other areas of the organization. When a business unit illegally dumps toxic waste, or illegally bribes a foreign official, there is generally an attempt to hide this original failure by creatively providing answers to questions about expenses or realized profits. Another common scenario occurs when presenting a financial picture to investors or any interested parties. Organizations endeavor to present the best possible picture to those invested. However, in this drive toward presenting the positive, ethical dilemmas and failures can occur. Sometimes it is as innocuous as providing, or not providing, information in a manner that misleads the interested parties. In other instances, there is a wholesale attempt at outright falsification of reality.
- ii. Leadership Elements - While there are some potentially directly measurable results of an organization's behavior, determining what elements of leadership are affected is not necessarily as easy. It is reasonable to conclude that by virtue of being ultimately responsible for the actions and behavior of the organization, all elements of a leader's personal ethics impact their leadership. In other words, all

elements of leadership are in some way impacted by ethics. This all-encompassing view of a leader's ethics and their ability to lead an organization is gaining ground in the business community. Previously, as long as the company was successful with expected returns and goals being realized, and as long as neither the leader nor the organization was subject to legal action, what the leader's personal ethics were was considered largely unimportant. Today however, individual leader's ethics are being held to higher standards.

iii.     Societal Elements

Globalization now includes knowledge, and consumers are more knowledgeable than before and desire even more. Capitalizing on this desire, special interest groups have jumped on the information bandwagon, packaging and disseminating their special beliefs on a dizzying array of subjects from politics and science, to health and culture, and beyond. For an ever-increasing consumer segment this bombardment and availability of knowledge has forced an evaluation of their own personal beliefs, and code of ethics. This, combined with the wide range of choices for consumers, and the focus on service by organizations, has seen the proliferation of products and services directly targeting the consumers' new ethical awareness.