

UNIVERSITY OF SWAZILAND

INSTITUTE OF DISTANCE EDUCATION

B. ED (ADULT EDUCATION) YEAR IV

FINAL EXAMINATION, MAY 2014

TITLE OF PAPER: LEADERSHIP IN ORGANISATIONS II

COURSE CODE: BAE 428

TIME ALLOWED: THREE (3) HOURS

WEIGHT: 100 MARKS

- INSTRUCTIONS:**
- 1. ANSWER ALL QUESTIONS FROM SECTION A**
 - 2. ANSWER THREE (3) QUESTIONS FROM SECTION B**
 - 3. WRITE YOUR ANSWERS ON ANSWER BOOKLET PROVIDED**

THIS PAPER IS NOT TO BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR

CASE STUDY: Why Aren't They Listening?

Jim Anderson is a training specialist in the human resource department of a large pharmaceutical company. In response to a recent companywide survey, Jim specifically designed for the company a 6-week training programme on listening and communication skills for effective management. Jim's goals for the seminar are twofold: (a) for participants to learn new communication behaviours and (b) for participants to enjoy the seminar so they will want to attend future seminars.

The first group to be offered the programme was middle-level managers in research and development. This group consisted of about 25 individuals, nearly all of whom had advanced degrees. Most of this group had attended several in-house training programmes in the past, so they had a sense of how the seminar would be designed and run. Because the outcomes of previous seminars had not always been very productive, many of the managers felt a little disillusioned about coming to the seminar. As one of the managers verbalized, "Here we go again – a fancy in-house training programme from which we gain nothing."

Because Jim recognized that the managers were very experienced, he did not put many restrictions on attendance and participation. He used a variety of presentation methods and actively solicited involvement from the managers in the seminar. Throughout the first two sessions, he went out of his way to be friendly with the group. He gave them frequent coffee breaks during the sessions, and during these breaks he promoted socializing and networking.

During the third session, Jim became aware of some difficulties with the seminar. Rather than the full complement of 25 managers, attendance had dropped to only about 15 managers. Although the starting time was established at 08h30, attendees had been arriving as late as 10h00. During the afternoon sessions, some of the managers were leaving the sessions to return to their offices at the company.

As he approached the fourth session, Jim was apprehensive about why things had been going poorly. He had become quite uncertain about how he should approach the group. Many questions were running through his mind. Had he treated the managers in the wrong way? Had he been too easy regarding attendance at the sessions? Should he have said something about the managers skipping out in the afternoon? Weren't the participants taking the seminar seriously? Jim was certain that the content of the seminars was innovative and substantive, but he just could not figure out what he could change to make the programme more

successful. He sensed that his style was not working for this group, but he did not have a clue as to how he should change what he was doing to make the sessions better.

Questions

1. What style of leadership is Jim Anderson using to run the seminars? **[10 Marks]**
2. At what level are the managers? **[10 Marks]**
3. From a leadership perspective, what is Jim doing wrong? **[10 Marks]**
4. What specific changes could Jim implement to improve the seminars? **[10 Marks]**

SECTION B [60 MARKS]

INSTRUCTIONS

Answer any Two (3) Questions

1. What factors characterize the skills approach to leadership? [10 Marks]
2. What is situational leadership and what factors characterizes it? [20 Marks]
3. *"Anyone can be a leader, and anyone can learn to be a better leader," said General Casey, a retired four-star General and Chief of Staff of the U.S. Army. "Is this true? Are there no people whose traits make them unfit to be leaders? Discuss. [20 Marks]*
4. *"Ethics is central to leadership because of the process of influence, the need to engage followers to accomplish mutual goals, and the impact leaders have on establishing the organization's values" Discuss five principles of ethical leadership? [20 Marks]*
5. Transformational leadership is often described as the most effective style to use in most business situations. Explain the key elements of transformational leadership. [20 Marks]