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QUALIFICATION: Bachelor of Business Management	
QUALIFICATION CODE: 07BBMA	LEVEL: 7
COURSE: SME Leadership	COURSE CODE: BEL711S
DATE: June 2019	SESSION: PAPER 1
DURATION: 3 Hours	MARKS: 100

FIRST OPPORTUNITY EXAMINATION PAPER

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MODERATOR: Mr. R Ritter

**THIS EXAMINATION PAPER CONSISTS OF 5 PAGES
(INCLUDING THIS FRONT PAGE)**

INSTRUCTIONS

1. Answer **all** questions.
2. Read all the questions carefully before answering.
3. Marks for each question are indicated at the end of each question.
4. Please ensure that your writing is legible, neat and presentable.

SECTION A

[30 Marks]

QUESTION 1

[10 x 2 = 20 Marks]

Choose the correct option and indicate your choice (A-D) next to the appropriate number in the examination book provided. For example 1. B.

- 1) The key elements in the definition of leadership include all of the following EXCEPT:
 - A. influence
 - B. leaders-followers
 - C. common goal
 - D. personality

- 2) The four chronological phases of leadership theory in correct sequence are:
 - A. Contingency-/Trait-/Behavioural-/New theories
 - B. Behavioural//Trait-/New-/Contingency theories
 - C. Trait-/Behavioural-/Contingency-/New theories
 - D. Trait-/Contingency-/Behavioural-/New theories

- 3) Amabile's (1988; 1996); Woodman et al.'s (1993) and Ford's (1996) creativity models and Manz and Sims' (2001) self-leadership model share the following common characteristic:
 - A. Intrinsic motivation
 - B. Autonomy
 - C. Self-confidence
 - D. All of these

- 4) The ____ conflict style user attempts to passively ignore the conflict rather than resolve it.
 - A. accommodating
 - B. collaborating
 - C. negotiating
 - D. avoiding

- 5) Managers at Namibia Breweries Limited assume that people relish work and approach their work as an opportunity to develop their talents. This view is consistent with ____ managers.
 - A. bureaucratic
 - B. task-orientated
 - C. Theory Y
 - D. Democratic

- 6) Burn's perspective on ethical leadership stems from his work in which other theory?
 - A. Charismatic
 - B. Transformational
 - C. Authentic
 - D. Servant

- 7) ____ describes a culture that emphasizes assertiveness and a competitive drive for money and material objects.
 - A. Femininity
 - B. Masculinity
 - C. Individualism
 - D. Collectivism

- 8) In distinguishing between a “systems-control” -or a “process-relational” perspective of leadership, the following are not valid criteria:
- A. Leader as person/Leader as process
 - B. Unitarist perspective/Pluralist perspective
 - C. Goals are clear & fixed/Goals are ambiguous & constantly changing
 - D. Creative control systems/Rigid relational processes
- 9) Which of the following is NOT one of the contributions of behavioural leadership theory?
- A. The manager does not have to perform both production and people functions.
 - B. It led to the shift in paradigm to contingency leadership theory.
 - C. Organizations need both production and people leadership.
 - D. Task and relationship behaviour tend to correlate strongly with subordinate performance.
- 10) When considering ethical and moral leadership phenomena, moral virtues could be associated with :
- A. Courage
 - B. Persistence
 - C. Sensitivity
 - D. All of these

Question 2

[5 x 2 = 10 marks]

Indicate whether the following statements are **True** or **False** in the examination booklet provided.

No.	Statement
2.1	Through the motivation process, employees go from motive to need to behavior to consequence to satisfaction or dissatisfaction.
2.2	The group of motivation theories are complementary; each group of theories refers to a different stage in the motivation process or answers a different question.
2.3	Ethnocentrism is the belief that one’s own group or subculture is naturally superior to other groups and cultures.
2.4	Employees learn what is valued most in an organization by watching what attitudes and behaviors leaders pay attention to and reward and whether the leaders' own behavior matches the espoused values.
2.5	One type of obstacle to diversity, the stereotype is an assumption, without evidence, that people who are not part of the mainstream culture are inherently inferior, less competent at their jobs, and less suitable for leadership positions

SECTION B

[50 Marks]

QUESTION 3

Critically evaluate the following leadership models by distinguishing between their respective key features, application and performance in the work place. Emphasise similarities or differences between these leadership models and which enterprise or market conditions are more suitable for each type. You may use tables and/or figures to support your arguments:

- a) Self-leadership **[10 marks]**
- b) Transformational leadership **[10 marks]**
- c) Transactional leadership **[10 marks]**
- d) Charismatic leadership **[10 marks]**
- e) Entrepreneurial leadership (EL) **[10 marks]**

SECTION C

[20 Marks]

Read the case below and answer the questions that follow:

Frederick W. Smith—FedEx

Forty-eight years along, Federal Express, now known as simply FedEx, remains the market leader in an industry it helped create. The name FedEx is synonymous with overnight delivery. The person in charge of providing the strategic direction for all FedEx Corporation companies is its founder, Frederick W. Smith, the Chairman, President, and Chief Executive Officer. To position the company for the twenty-first century, Smith has organized FedEx into the following Strategic Business Units: FedEx Express, FedEx Ground, FedEx Freight, FedEx Office, FedEx Custom Critical, FedEx Trade Networks, and FedEx Services. These companies serve more than 220 countries and territories with operations that include 672 aircraft and more than 80,000 vehicles. With more than 290,000 team members worldwide, FedEx handles more than 7.5 million shipments each business day.

FedEx has expanded far beyond what Smith started with back in 1971. FedEx has continued to strengthen its industry leadership over the past 38 years and has been widely acknowledged for its commitment to total quality service. Federal Express was the first service company to win the Malcolm Baldrige National Quality Award in 1990. In addition, FedEx has consistently been ranked on Fortune magazine's industry lists, including "World's Most Admired Companies," "America's Most Admired Companies," "100 Best Companies to Work For," and "Blue Ribbon Companies."

With growth comes difficulties of coordination, maintaining efficiency, meeting customer expectations, and managing employees. Smith realized that a rigid hierarchy of command-and-control groups would only magnify these difficulties. To give his employees the flexibility and freedom they need to move quickly and help FedEx remain the dominant overnight delivery service in the world, Smith decided to restructure FedEx by emphasizing the team approach to getting work done. He directed his leadership team to empower these groups by giving them the authority and the responsibility to make the changes needed to improve productivity and customer satisfaction throughout the FedEx system.

An example of the successful implementation of this new FedEx approach to organizing work can be found in Springfield, Virginia. With strong support from its managers, employees formed the Quality Action Team to overhaul their package-sorting techniques. The improvements they introduced put couriers on the road 12 minutes earlier than before, and halved the number of packages they delivered late. The success of teams at departmental or local levels encouraged

Smith and his leadership team to also assign employee teams to companywide projects. Facing growing competition from United Parcel Service, the U.S. Postal Service, and Airborne Express, FedEx organized its clerical employees into "super-teams" of up to 10 people. These teams operated as self-managed teams with little direct supervision from managers. One team cut service glitches, such as incorrect bills and lost packages, by 13 percent. Another team spotted (and worked until they eventually solved) a billing problem that had been costing the company \$2.1 million a year.

FedEx teams have worked so well because Fred Smith sets standards and reinforces them. He spearheaded the concept of the "golden package," the idea that every package FedEx handles is critical and must be delivered on time. Whenever there's a crisis, whether due to competitive pressure or to Mother Nature threatening to ground the company's planes, the team with the golden package takes charge to figure out how to make the delivery on time. Smith reinforces group performance by presenting a monthly Circle of Excellence award to the best FedEx station. He encourages innovative thinking by creating a "job-secure environment." He takes the position that "if you hang people who try to do something that doesn't quite work, you'll get people who don't do anything." Managers are by no means obsolete at FedEx. Smith has redefined their roles. There has been a shift in mindset from the traditional leader-centered to the team-centered leadership approach. Managers are expected to formulate clear, attainable goals for their teams, to solicit employee ideas, and to act on the best employee suggestions. FedEx managers perceive their role as facilitators—and sometimes they are players. During emergencies at the Memphis hub, senior managers have been known to hurry down from the executive suite to help load packages onto the conveyor belts that feed the company's planes. They practice team leadership by doing, not by telling.

According to one company executive, "FedEx has built what is the most seamless global air and ground network in its industry, connecting more than 90 percent of the world's economic activity." It is evident that Smith's leadership in pushing for a much more open, flexible, team-based organization has been instrumental in keeping FedEx's lead position in overnight package service. It is also one of the reasons that FedEx has continuously earned high marks as one of the top companies to work for in the United States.

Source: Lussier, R. N., & Achua, C. F. (2016). *Leadership: Theory, application, skill development*. 6th Ed. South-Western Cengage Learning

QUESTION 4

[20 Marks]

- a) How do the standards set by Fred Smith for FedEx teams improve organizational performance? (4)
- b) What motivates the members of FedEx to remain highly engaged in their teams? (4)
- c) Describe the role FedEx managers play in facilitating team effectiveness. (4)
- d) What types of teams does FedEx use? Provide evidence from the case to support your answer. (4)
- e) Leaders play a critical role in building effective teams. Cite evidence from the case that FedEx managers performed some of these roles in developing effective teams. (4)

END OF PAPER