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

## **SECOND OPPORTUNITY EXAMINATION PAPER**

**EXAMINER(S):** Ms. E Olivier  
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**MODERATOR:** Mr. R Ritter

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**THIS EXAMINATION PAPER CONSISTS OF 4 PAGES  
(INCLUDING THIS FRONT PAGE)**

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### **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) Motivation is the central component in:
  - A. Great person theory
  - B. Situational theory
  - C. Path-goal theory
  - D. Behavioural theory
  
- 2) \_\_\_\_ is the process of a leader communicating ideas, gaining acceptance of them, and motivating followers to support and implement the ideas through change.
  - A. Leadership
  - B. Influencing
  - C. Management
  - D. Guidance
  
- 3) Because you have taken a leadership course, you know that, being a manager, coercive power is only appropriate when:
  - A. maintaining discipline and enforcing rules.
  - B. when employees are unwilling to do as requested.
  - C. you have position power.
  - D. paired with the ingratiation influencing tactic.
  
- 4) Which of the following is NOT an advantage of teamwork?
  - A. Being a member of a team makes it possible to satisfy more needs than if one worked alone.
  - B. Major errors are likely to be avoided.
  - C. A work environment is created that encourages people to become self-motivated, empowered, and satisfied with their jobs.
  - D. Groupthink increases effectiveness.
  
- 5) Attribution theory is about:
  - A. Clarifying authentic leader behaviour
  - B. The process of cognitive involvement in explaining own and other's behaviours
  - C. The emotional processes that are involved in understanding rejective behaviours
  - D. B+C
  
- 6) In Campbell's holistic leadership model the concept "Moving from personal identity to transpersonal identity" could best be associated with:
  - A. Spirituality
  - B. Emotion
  - C. Cognition
  - D. Relationships
  
- 7) An organisation's working environment needs to have the following in order to foster creativity:
  - A. Access to enough entrepreneurial capital
  - B. Creative potential
  - C. Creative output
  - D. All of these

- 8) A leader who pays attention to followers who meet and exceed their deadlines and rewards them accordingly is demonstrating?
- A. Transformational leadership
  - B. **Transactional leadership**
  - C. Pseudo-transformational leadership
  - D. Contingent reward leadership
- 9) Committed & independent; creative & innovative and trust & team potency are all related to:
- A. Charismatic leaders
  - B. Self-leaders
  - C. Authentic leaders
  - D. B+C
- 10) In the Tuckman model, groups or teams at the \_\_\_\_\_ stage develop guidelines and standards of acceptable behaviour.
- A. Storming
  - B. Norming
  - C. Performing
  - D. Forming

**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	The real leader in a group setting is typically the person who has been assigned to a position of leadership.
2.2	Position power is power is derived from top management, and it is delegated down the chain of command.
2.3	Shirking of individual responsibility, also known as social loafing, is a possible limitation of teams.
2.4	Groupthink happens when the team values getting along so much, that dissenting views are not suppressed in favor of consensus.
2.5	A strength of the transformational leadership approach is that leadership does not reside with the leader alone but is an interaction between leaders and followers.

**SECTION B****[70 Marks]****QUESTION 3**

Discuss the similarities and/or differences between Amabile's (1988; 1996); Woodman et al. (1993) and Ford's (1996) creativity models relative to that of the Manz & Sims (2001) self-leadership model. Tabulate the mentioned similarities. What benefits could be derived from these similarities? **[20 marks]**

**QUESTION 4**

Present and defend a typology of leadership effectiveness in organisational performance. Describe the different components in the typology and how this typology could be used and interpreted. **[20 marks]**

**QUESTION 5**

Discuss the 4 (four) elements/factors which are associated with transformational leadership. **[20 marks]**

**QUESTION 6**

Smaller entrepreneurial firms have more advantages with regards to speed, flexibility and niche filling capabilities in fast changing and competitive market environments. Contextualise this statement by discussing the role of the entrepreneurial leader in this situation. **[10 marks]**

**TOTAL MARKS 100**