



**SCHOOL OF BUSINESS AND ECONOMICS  
DEPARTMENT OF COMMERCE  
FINAL EXAM: JANUARY SEMESTER 2019**

**CODE: BUS 326X**

**UNIT: INDUSTRIAL PSYCHOLOGY**

**Instructions:**

**Time: 2 HOURS**

QUESTION 1: Read the case below and answer **question 1**, and **any other** Two questions.

**LEADERSHIP AN ENABLER**

The leader being at the top of the hierarchy is a very traditional view of where one should be. Several great leaders in the past led from the top, and made key decisions on behalf of everyone.

Julius Caesar was described as a commander and genius. He delegated roles and responsibilities. Being a genius, he seemed to have all the answers to problems.

Joan of Arc was considered a heroine of France, and Alexander the Great was known as the man who conquered the world. Stories like these tend to focus on the leader as the lone ranger who made these amazing things happen.

There is no denying that these leaders were great. However, this glorification has created a certain mindset of how leaders should be, which does not always work in today's increasingly demanding business environment. We still tend to view the leader as the person at the top of the hierarchy: The person that everything starts and stops with. Several businesses treat their leaders as some sort of demigods. Decisions rely on him or her, and their yay or nay is the final word (God forbid they wake up in a bad mood!).

However, this "super hero approach" to leadership is crippling for any business. It stifles creativity, gets in the way of accountability, and slows down decision-making and puts off camaraderie among teams. It also puts a lot of pressure on the leader to perform and feel like they need to know it all. This concept does not allow for the leader to be vulnerable and in need of support. Instead of viewing the leader at the top of the pyramid, if we shifted our perspective, and placed him at the bottom of the pyramid, we would encourage him to serve as the enabler.

This may seem counter-intuitive, however, in a world of rapid change, businesses cannot rely on the one super hero or super heroine. The leader as an enabler helps others think for themselves, and believes in discussion and collaboration. This would drive the leader to spend less time being focused on individual success, and rewards, and be more focused on viewing the organisation as a community with collective goals and input.

All traditional cultures are historically communal cultures. Interestingly, a fundamental part of the African history and culture is the Ubuntu philosophy, which focuses more on the community and less on the drive towards individualistic wealth. In the words of Mbiti (1969) "I am, because we are; and since we are, therefore I am."

Seeing the interdependence between the different relationships can help build collaboration, and a sense of community and oneness. If we view things from this perspective, a leader's role would be to value their teams, facilitate decision-making and encourage opinions. The leader would also aim to develop other members in the team. His or her role would not be focused on the power they get from their position.

Our basic human need is to belong; if we feel we belong to the organisation we work with, it provides a sense of safety and commitment. “Leaders who create a strong sense of “us” and a sense of belonging within their teams help staff to feel more positive about their work, this feeling translates to increased levels of engagement,” says Dr Steffens, Lead Researcher in School of Psychology University of Queensland.

This is where family-run businesses can really benefit from extending that sense of family to the wider organisation. Taking a “family approach” means establishing a foundation of trust and a cultural promise to unite as one.

The egocentric, “Leader as a super hero” mindset needs to come to an end. The “Leader as the Enabler” is what businesses need to grow, adapt and operate in an increasingly complex environment.

Source

Rekha (2017). Founder and owner of Redstone Consulting, a Performance Consulting firm.

### QUESTION 1

“The “Leader as the Enabler” is what businesses need to grow, adapt and operate in an increasingly complex environment.”

- a) Discuss this statement in relation to what is in the case and transformational leadership style. **[10 marks]**
- b) Expound on the kind of organizational culture that would be suitable for an enabling leader to operate in. **[10 marks]**
- c) Inclusive of what is mentioned in the case, how else would an enabling leader increase employee engagement, job satisfaction, and organizational commitment among the employees? **[10 marks]**

### QUESTION 2.

- a. Performance Appraisal helps the organization to attain better results and at the same time raising employees’ profile. Substantiate this statement with regard to:
  - i. Purposes of performance appraisal for the worker and for the organization. **[ 6 marks]**
  - ii. Any Four Problems or challenges faced in performance appraisal. **[4 marks]**
- b. Elaborate on what may make work motivation differently affect individuals’ work performance. **[10 marks]**

### QUESTION 3

- a. Discuss any Four sources of work stress (two each) by organizations and individuals respectively, and how the employee and the organization can help manage the stress in employees. **[10 marks]**
- b. Substantiate on any Four of the techniques of Organizational Development (OD). **[10 marks]**

### QUESTION 4

- a. Substantiate on the contribution of effective Organizational Communication and Work Outcomes. **[10 marks]**
- b. Define the term Group think and elaborate on any four of its symptoms. **[10 marks]**