

INFORMATION/INSTRUCTIONS:

- This is an open-book written examination.
 - No electronic devices are allowed in the examination room.
 - Answer all the questions.
 - This is a 2 hour exam.
 - Write neatly and clearly. If your answer cannot be made out, you will lose marks.
 - The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.
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Section A: Leadership, Communication and Motivation

Case Study: Artemis Manufacturers

The Artemis Manufacturers is a large company in South Africa that produces a variety of products. The company has been in business for many years and employs a large number of people. The finance department is one of the most important departments in the company. It is responsible for the financial stability of the company and for ensuring that the company's products are properly priced.

Josine Ndebele is a young woman who has recently been appointed to the position of finance manager. Josine is a very capable and intelligent woman. However, she is also very young and has no experience in management. Josine uses a laissez-faire leadership style. This means that she allows her employees to work independently and does not micromanage them.

Peter is a new employee in the finance department. He is very talented and intelligent. However, he is also very inexperienced. He needs someone to guide and mentor him. Otherwise, he will make mistakes.

Mary is an experienced employee of Artemis Manufacturers. She has worked for the company for many years. Mary wanted the position of finance manager. However, she was not chosen for the position. Mary is very resentful of Josine. She feels that it is unfair that a young woman from outside the company was chosen for the position. Mary is also very spiteful.

Josine is doing a great job as finance manager. However, she is having some problems with her employees. Peter is constantly making mistakes. Mary is also causing problems. She is always trying to undermine Josine.

One day, Josine decides to have a meeting with Mary. Josine wants to try to resolve the issues between them. However, the meeting does not go well. Mary is very rude and uncooperative. Josine is very frustrated.

Later that day, Josine is working on a report. Peter comes to her and asks for help. Josine is very busy. However, she takes the time to help Peter. She explains the report to him and helps him to understand it.

The next day, Mary comes to Josine's office. Mary is very angry. She yells at Josine and tells her that she is a terrible manager. Mary also says that she is going to make sure that Josine is fired.

Josine is very upset. She goes to the HR department and files a complaint against Mary. Mary is called into HR and is given a warning. However, she is not fired.

Josine is very angry. She goes to the CEO of the company and demands that Mary be fired. However, the CEO refuses. The CEO says that Mary is a valuable employee and that she will be given another chance.

Josine is very disappointed. She goes back to her office and tries to continue working. However, she is very distracted. She is also very worried that Mary will try to sabotage her.

Josine continues to have problems with Mary. Mary is constantly trying to undermine her. Josine is also having problems with Peter. Peter is still making mistakes. Josine is very frustrated.

[20 Marks]

Instructions: Please read the Case: Artemis Manufacturing, and answer the questions to follow:

- 1 1. Explain the barriers to communication that may prevent Josine and Mary from resolving their differences?**
(5)
- 2 Herzberg's two-factor motivational theory posits that there are certain factors that lead to job satisfaction and others that lead to job dissatisfaction. Which of these factors do you think are at play in the Artemis Manufacturers case?**
(5)
- 3 The contingency leadership theory states that the most effective leadership style depends on the situation. In what ways does the situation at Artemis Manufacturers call for a particular leadership style?**
(5)
- 4 Peter is a new employee in the finance department. He is very talented and intelligent. However, he is also very inexperienced. What do you think Josine should do to help Peter develop his skills?**
(5)

Section B: Diversity, Change and Conflict

Case Study: Pige Bank

The Pige Bank is a large, international bank headquartered in South Africa. It has been in business for over 100 years and has branches in nearly every country. The marketing department is a large, diverse team with employees from all over the world. Jacques is a nerdy, quirky Frenchman who has been with the bank for 15 years. Kavi is a Muslim recruit from India who has only been with the bank for six months. Gugu is a non-religious South African who has been with the team for nearly ten years.

Jacques grew up in France and attended one of the top business schools in the country. He interned at The Pige Bank while he was in school and was recruited after graduation. He's always been one of the top performers in his department and takes great pride in his work. Kavi grew up in India and came from a family of doctors. He decided to go into finance because he wanted to help people reach their financial goals. He interned at several banks before being offered a job at The Pige Bank. Gugu grew up in South Africa and attended a local university where she studied marketing. She started working at The Pige Bank shortly after graduation and has steadily risen through the ranks over the past ten years.

Since Kavi started working at The Pige Bank, he had requested Fridays off so that he could attend religious services. His manager, Jacques, had no problem accommodating this request since it didn't interfere with his work schedule. However, Gugu started to feel like she was being treated unfairly since she had to work more than Kavi even though she had seniority on the team. She voiced her concerns to Jacques, but he explained that it was simply due to different religions and cultures, which Gugu didn't seem to understand or accept.

One day, Jacques received an anonymous tip that Kavi was not actually attending religious services on Fridays, as he had said. He was instead going to the local mall and spending hours there. Jacques confronted Kavi about this, and he admitted that he had been lying. He explained that his family would disown him if they found out he wasn't attending religious services. Jacques was in a difficult position because he didn't want to get Kavi in trouble, but he also didn't want to lie to him.

Jacques is still struggling with what to do about the situation with Kavi. He doesn't want to get him into trouble, but he also doesn't want to lie to him. He's considering talking to HR about the situation, but he's not sure if that's the best course of action.

[40 Marks]

Instructions: Please read the Case: Pige Bank, and answer the questions to follow:

- 1 Evaluate the benefits and drawbacks of teamwork within The Pige Bank marketing department, providing specific examples to support your discussion.**

(20)

- 2 Design and motivate a diversity programme to solve the contention in the Pige Bank case.**

(20)

Section C: MCQ**[40 Marks]**

Some MCQs may refer to the Case Studies: Pigeon Bank and Artemis Share Bank.

- 1 What is the name of the leadership style that Josine Ndebele uses?**
 - a. Autocratic
 - b. Laissez-faire
 - c. Democratic
 - d. Transformational
- 2 Which of the following is NOT a way to improve communication?**
 - a. Use clear and concise language
 - b. Avoid using jargon
 - c. Repeat back what you heard to ensure understanding
 - d. Get Emotional
- 3 What is the conflict between Josine and Mary?**
 - a. They are both vying for the position of finance manager.
 - b. Mary feels that it is unfair that Josine was chosen for the position of finance manager.
 - c. Peter is constantly making mistakes, and Josine is trying to help him.
 - d. Mary is constantly trying to undermine Josine's authority.
- 4 What is one of the main barriers to communication in this case study?**
 - a. Josine's laissez-faire leadership style
 - b. Mary's resentment of Josine
 - c. Peter's inexperience
 - d. The CEO's refusal to fire Mary
- 5 What is the primary reason Josine is struggling in her role as manager?**
 - a. she is too young and inexperienced
 - b. she uses a laissez-faire leadership style
 - c. her employees are constantly making mistakes
 - d. one of her employees is deliberately trying to sabotage her
- 6 What would be the best course of action for Josine to take in order to improve her situation?**
 - a. Josine should continue to try to work with Mary and Peter, despite the challenges she is facing.
 - b. Josine should confront Mary and try to resolve the issues between them.
 - c. Josine should go to the CEO and demand that Mary be fired.

- d. Josine should ignore Mary and focus on her work.
- 7 What do you think is the root cause of the problems between Josine and Mary?**
- a. Peter's mistakes
 - b. Mary's resentment towards Josine
 - c. The fact that they are using different leadership styles
 - d. Communication difficulties
- 8 Josine was employed by the CEO of Artemis. Because the CEO saw her potential and knew she would be a great asset to the company. Was the CEO wrong?**
- a. Yes, the CEO was wrong.
 - b. No, the CEO was not wrong.
 - c. The CEO may have been wrong.
 - d. The CEO may have been right.
- 9 Josine allowed her employees to work independently and did not micromanage them. Was this a good leadership style for her?**
- a. Yes, it was a good leadership style for her.
 - b. No, it was not a good leadership style for her.
 - c. It depends on the situation.
 - d. It is not possible to say.
- 10 Mary's resentment of Josine and her desire to sabotage her can be explained by Herzberg's Two-Factor Theory. How does Herzberg's Two-Factor Theory explain Mary's motivation?**
- a. Mary is motivated by hygiene factors such as salary and working conditions.
 - b. Mary is motivated by motivators such as recognition and responsibility.
 - c. Mary is motivated by the absence of a motivation factor, an opportunity for advancement.
 - d. Mary is motivated by the presence of a motivation factor, an opportunity for advancement.
- 11 What is the name of the model that Jacques should use to manage the situation with Kavi?**
- a. The Lewin model
 - b. The 8-step action research model
 - c. The 5-phase positive model – appreciative inquiry
 - d. The 3-step Lewin model

12 What is the main reason that Gugu feels like she is being treated unfairly?

- a. Kavi is lying about attending religious services.
- b. Kavi is not actually attending religious services.
- c. Kavi is given Fridays off while Gugu has to work.
- d. Kavi is from a different country and has different religious beliefs.

13 What is the main diversity-related problem in the case?

- a. Kavi is not actually attending religious services.
- b. Gugu feels like she is being treated unfairly.
- c. Jacques doesn't know what to do about the situation
- d. The Pigeon Bank has a large, diverse workforce.

14 What is the best course of action for Jacques to take?

- a. Talk to Kavi about the situation.
- b. Talk to HR about the situation.
- c. Do nothing.
- d. Lie for Kavi.

15 What type of conflict is present in the case between Jacques and Gugu?

- a. Functional conflict
- b. Non-functional conflict
- c. negotiation
- d. virtual teams

16 What is the main cause of the conflict between Jacques and Gugu?

- a. Different religions and cultures
- b. Kavi's request for Fridays off
- c. Kavi lying about attending religious services
- d. The Pigeon Bank's remote workforce

17 Which type of conflict resolution would be most effective in this case?

- a. Functional conflict resolution
- b. Non-functional conflict resolution
- c. Negotiation
- d. Collaboration
- e. Compromise

18 According to Maslow's Hierarchy of Needs, what is the most important need for Kavi?

- a. Self-actualization

- b. Love and belonging
 - c. Safety and security
 - d. Physiological needs
- 19 Which of the following best describes Jacques' management style?**
- a. Authoritarian
 - b. Participative
 - c. Laissez-faire
 - d. Transformational
- 20 According to expectancy theory, what determines whether Kavi will be motivated?**
- a. His level of need
 - b. His goals
 - c. expectations
 - d. The difficulty of the task
- 21 Which of the following is not one of Maslow's Hierarchy of needs?**
- a. Self-actualization
 - b. Esteem
 - c. Love and belonging
 - d. Shopping
- 22 Goal setting theory posits that people are motivated to achieve their goals when the goals are:**
- a. Specific, measurable, attainable, relevant, and time-bound
 - b. Specific, unmeasurable, unattainable, irrelevant, and time-bound
 - c. Unspecific, measurable, unattainable, relevant, and time-unbound
 - d. Unspecific, immeasurable ,attainable ,irrelevant ,and timebound
- 23 According to expectancy theory, which of the following is NOT a key component in determining whether someone will be motivated?**
- a. Effort-to-performance expectancy
 - b. Performance-to-outcome expectancy
 - c. The valence of the outcomes
 - d. Intrinsic motivation to perform the task
- 24 Which of the following is not a type of job redesign aimed at increasing motivation?**
- a. Job enlargement
 - b. Job enrichment

- c. Both of the above
 - d. Neither of the above
- 25 The trait leadership theory posits that people are born with certain traits that make them good leaders. Which of the following is NOT one of these traits?**
- a. Drive
 - b. Desire to lead
 - c. Intelligence
 - d. Ability to follow instructions
- 26 According to behavioural leadership theory, which of the following is true about Theory X managers?**
- a. They believe that workers are lazy and need to be closely supervised in order to achieve goals
 - b. They believe that workers are ambitious and self-motivated and need a little direction in order to achieve goals
 - c. There is no such thing as Theory X managers
 - d. Both A and B are false
- 27 According to contingency leadership theory, the best style of leadership depends on:**
- a. The situation
 - b. The leader's personality
 - c. The followers' personalities
 - d. All of the above
 - e. None of the above
- 28 Fielder's contingency theory states that there are three main situational factors that determine which style of leadership is most effective: task structure, leader-member relations, and position power. Which of the following is NOT one of these factors?**
- a. Task structure
 - b. Leader-member relations
 - c. Position power
 - d. The amount of money the leader makes
- 29 According to House's path-goal theory, which of the following is NOT one of the four main leadership styles?**
- a. Directive
 - b. Supportive

- c. Participative
 - d. Achievement-oriented
- 30 Which of the following is NOT a finding of the Ohio State University studies on behavioural theory?**
- a. The most effective leaders are those who display consideration and structure
 - b. The least effective leaders are those who display initiation of structure
 - c. There is no link between leader behaviour and effectiveness
 - d. All of the above are findings of the Ohio State University studies
- 31 What are the three steps in Lewin's model of change?**
- a. Awareness, assessment, and action
 - b. Unfreezing, changing, and refreezing
 - c. Planning, implementation, and monitoring
 - d. Recognition, understanding, and acceptance
- 32 What is the first step in an 8-step action research model?**
- a. Defining the problem
 - b. Identifying stakeholders
 - c. Gathering data
 - d. Developing a plan
- 33 What does PESTLE stand for?**
- a. Political, Economic, Social, Technological, Legal and Environmental factors
 - b. Political, Economic, Social, Technological, Legal and Ethical factors
 - c. Political, Economic, Social, Technological and Environmental factors
 - d. Physical environment, Equipment, Suppliers, Technology, Labour force
- 34 What are the five phases in the appreciative enquiry model?**
- a. Definition, discovery, dream, design and destiny
 - b. Data collection analysis, intervention selection, implementation, monitoring & evaluation
 - c. Envisioning desired outcomes, identifying what's working well, clarifying core values & beliefs that support these successes
 - d. Appreciating past successes, imagining future possibilities, designing actions to make these dreams real
- 35 What is one of the main reasons people resist change?**
- a. They are not aware of the need to change
 - b. They don't understand what is happening
 - c. They fear the unknown

d. All of the above

36 What is an example of a primary dimension of diversity?

- a. Gender identity
- b. Sexual orientation
- c. Ethnicity
- d. All of the above

37 What is an example of a secondary dimension of diversity?

- a. Work experience
- b. Organizational level
- c. Education
- d. All of the above

38 What are some implications of managing diversity in the workplace?

- a. Identification and assessment of diversity-related problems
- b. Development and implementation of interventions to address these problems
- c. Monitoring and evaluation of intervention outcomes and effects on organizational climate
- d. All of the above

39 What are some benefits associated with managing diversity in organizations?

- a. Maximizing productivity
- b. Enhancing creativity
- c. Increasing employee loyalty
- d. All of the above

40 What are some challenges associated with managing diversity in organizations?

- a. Diversity training may be ineffective if trainers/facilitators are not properly trained themselves
- b. There may be resistance to change from employees who are comfortable with the status quo
- c. Managers may need to commit extra time and resources to manage a diverse workforce
- d. All of the above

END OF PAPER

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