



COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

Governance and Leadership: MPM 306

END OF FIRST SEMESTER EXAMINATIONS

NOVEMBER/DECEMBER 2017

LECTURER: (Mr. Gabriel Muzah)

DURATION:(3 HRS)

INSTRUCTIONS

The paper contains six questions of 25 marks each

Answer any four questions

Write your answer clearly. Use numbered headings or subheadings to show which part of your answer refers to which question. Example: Question 2 (a).

Question One

Despite the multitude of ways in which leadership has been conceptualized, identify and explain the four components which are central to the phenomenon. [25 Marks]

Question Two - Recruiting for the Bank

Pat Nelson is the assistant director of human resources in charge of recruitment for Central Bank, a large, full-service banking institution. One of Pat's major responsibilities each spring is to visit as many college campuses as he can to interview graduating seniors for credit analyst positions in the commercial lending area at Central Bank. Although the number varies, he usually ends up hiring about 20 new people, most of whom come from the same schools, year after year. Pat has been doing recruitment for the bank for more than 10 years, and he enjoys it very much. However, for the upcoming spring he is feeling increased pressure from management to be particularly discriminating about whom he recommends hiring. Management is concerned about the retention rate at the bank because in recent years as many as 25% of the new hires have left. Departures after the first year have meant lost training dollars and strain on the staff who remain. Although management understands that some new hires always leave, the executives are not comfortable with the present rate, and they have begun to question the recruitment and hiring procedures.

The bank wants to hire people who can be groomed for higher-level leadership positions. Although certain competencies are required of entry-level credit analysts, the bank is equally interested in skills that will allow individuals to advance to upper management positions as their careers progress. In the recruitment process, Pat always looks for several characteristics. First, applicants need to have strong interpersonal skills, they need to be confident, and they need to show poise and initiative. Next, because banking involves fiduciary responsibilities, applicants need to have proper ethics, including a strong sense of the importance of confidentiality. In addition, to do the work in the bank, they need to have strong analytical and technical skills, and experience in working with computers. Last, applicants need to exhibit a good work ethic, and they need to show commitment and a willingness to do their job even in difficult circumstances.

Pat is fairly certain that he has been selecting the right people to be leaders at Central Bank, yet upper management is telling him to reassess his hiring criteria. Although he feels that he has been doing the right thing, he is starting to question himself and his recruitment practices.

1. Based on ideas described in the trait approach, do you think Pat is looking for the right characteristics in the people he hires?
2. Could it be that the retention problem raised by upper management is unrelated to Pat's recruitment criteria?
3. If you were Pat, would you change your approach to recruiting?

[25 Marks]

Question Three - A Drill Sergeant at First

Mark Young is the head of the painting department in a large hospital; 20 union employees report to him. Before coming on board at the hospital, he had worked as an independent contractor. At the hospital, he took a position that was newly created because the hospital believed change was needed in how painting services were provided.

Upon beginning his job, Mark did a 4-month analysis of the direct and indirect costs of painting services. His findings supported the perceptions of his administrators that painting services were inefficient and costly. As a result, Mark completely reorganized the department, designed a new scheduling procedure, and redefined the expected standards of performance.

Mark says that when he started out in his new job he was “all task,” like a drill sergeant who didn’t seek any input from his subordinates. From Mark’s point of view, the hospital environment did not leave much room for errors, so he needed to be strict about getting painters to do a good job within the constraints of the hospital environment.

As time went along, Mark relaxed his style and was less demanding. He delegated some responsibilities to two crew leaders who reported to him, but he always stayed in close touch with each of the employees. On a weekly basis, Mark was known to take small groups of workers to the local sports bar for burgers on the house. He loved to banter with the employees and could take it as well as dish it out.

Mark is very proud of his department. He says he always wanted to be a coach, and that’s how he feels about running his department. He enjoys working with people; in particular, he says he likes to see the glint in their eyes when they realize that they’ve done a good job and they have done it on their own.

Because of Mark’s leadership, the painting department has improved substantially and is now seen by workers in other departments as the most productive department in hospital maintenance. Painting services received a customer rating of 92%, which is the highest of any service in the hospital.

Questions

- 3.1 From the behavioral perspective, how would you describe Mark’s leadership?
- 3.2 How did his behavior change over time?
- 3.3 In general, do you think he is more task oriented or more relationship oriented? Explain?
- 3.4 What score do you think he would get on Blake and Mouton’s grid?

Question Four

Choose any President. Discuss the extent to which the President used transformational or charismatic leadership in developing his agenda and vision in terms of 2 issues that are important to you (e.g., economy, taxes, environment, national security, international affairs). [25 Marks]

Question Five

Organisations should focus more on appearing socially responsible (symbolic action) than on being socially responsible (substantive action). Discuss. [25 Marks]

Question Six

“A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go but ought to be” -- Rosalynn Carter, former First Lady, (1927-)

Identify and briefly explain which leadership theory is referenced in this quote and justify your choice. [25 Marks]

End of Exam
