



ICM

SEPTEMBER 2015

LEADERSHIP STUDIES

Instructions to candidates:

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
 - b) Answer any FIVE questions
 - c) All questions carry equal marks. Marks for each question are shown in []
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- 1. Leaders will play an integral part in the development of organisational strategy. Research has identified a number of guiding principles that can assist a leader with the process of strategy formulation. Set out and review these principles. [20]
 - 2. Leaders have a core role to play in establishing the ethical climate for an organisation. Assess the ways in which a leader can promote an ethical climate in an organisation and also oppose unethical practices. [20]
 - 3. Effective leaders are often skilled in displaying both emotional and social intelligence. Compare and contrast these TWO terms. [20]
 - 4. Executive discretion is often limited in a number of ways. Review the main constraints on executive discretion. [20]
 - 5. Much research has been devoted to identifying how leaders can be developed.
 - a) Analyse THREE techniques widely used in leadership training. [10]
 - b) Identify the characteristics and features of effective leadership training programmes. [10]
 - 6. Leading well-established, rather than newly created teams requires a leader to display a different set of skills and techniques. Analyse the guidelines that a leader should follow when leading an established team. [20]
 - 7. 'An effective leader must be able to influence their subordinates rather than rely on power alone.' Review the influence tactics that a leader can draw on. [20]
 - 8. Despite its widely recognised benefits, leaders can sometimes be reluctant to delegate tasks to their subordinates. Explain the reasons for this. [20]