



# ICM

DECEMBER 2016

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. Compare and contrast the terms transformational leadership and charismatic leadership. [20]
  2. Leaders have a central role in setting the ethical climate in an organisation. Analyse how a leader can promote an ethical climate in an organisation and also oppose unethical practices. [20]
  3. Leading an established team requires a particular set of skills and techniques. Explain the particular skills and techniques that a leader should display when leading an established team. [20]
  4. Analyse the contribution that executive teams can make to effective leadership and performance in an organisation. [20]
  5. Influence tactics form an important part of a leader's ability to shape organisational behaviour and performance. Review the influence tactics that a leader can use. [20]
  6. Despite its widely recognised benefits, leaders are sometimes accused of being reluctant to delegate. Explain why this might be the case. [20]
  7. Evaluate the significance of effective conceptual skills to a leader. [20]
  8. A leader will seek to maintain a focus on the external environment as well as on the organisation itself. Analyse the guidelines that a leader should follow when monitoring the external environment. [20]