



# ICM

JUNE 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 [ ]
- 
1. Review the following types of behaviours with regard to effective leadership in organisations:
    - a) Task-orientated behaviours [10]
    - b) Relations-orientated behaviours [10]
  2. Leaders have a central role in the development of organisational strategy. Analyse the guidelines that a leader should follow when formulating organisational strategy. [20]
  3. Implementing change requires a leader to demonstrate a wide range of skills. Review the approach that a leader should adopt to support the effective implementation of change. [20]
  4. The effective delegation of tasks within organisations is more likely to be achieved if certain key guidelines are followed. Set out and review appropriate guidelines that could be followed to support the effective delegation of tasks. [20]
  5. Theorists have identified certain traits that are considered to be predictors of leadership effectiveness. Review the main traits that have been identified. [20]
  6. Review the ways in which followers are considered to contribute to effective leadership. [20]
  7. One of the key tasks for any leader is to inspire and motivate their staff. Explain how a leader can achieve this objective. [20]
  8. Analyse the ways in which executive discretion is often limited. [20]