



ICM

MARCH 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. The ability to build an efficient team is a skill which all effective leaders should be able to display. Set out and review guidelines that a leader could follow to encourage team building in an organisation. [20]
 2. Analyse the conditions that are likely to support the effective introduction of a strategy designed to empower employees. [20]
 3. Leaders are able to rely on a variety of sources of power to support their position and role. Review the main sources of power typically available to a leader. [20]
 4. Emotional intelligence and social intelligence are two key concepts in the study of leadership. Analyse EACH of these concepts. [20]
 5. Leaders, given their position and authority, often have a pivotal role in encouraging diversity in an organisation. Explain how a leader can encourage diversity in an organisation. [20]
 6. Managing cross-functional teams can pose particular challenges for a leader. Analyse the leadership behaviours that should be displayed in managing cross-functional teams. [20]
 7. Effective leadership requires strong conceptual skills. Explain why strong conceptual skills are so important to leadership. [20]
 8. 'The concepts of delegation and leadership are intertwined.' Explain:
 - a) the potential advantages of delegation by leaders [10]
 - b) the reasons for a leader being reluctant to delegate [10]