



ICM

MARCH 2017

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. Self-managed teams require a leader to adopt very different skills, tactics and approaches if he or she is to gain the most from them. Review the actions that a leader should take to support and develop the operation of self-managed teams. [20]
 2. Critically evaluate the widely recognised sources of power that leaders can draw on to support their position. [20]
 3. Leaders are able to take a variety of actions to encourage and support organisational diversity. Review the main actions that can be taken. [20]
 4. Encouraging participation on the part of employees will often be an important area of focus for leaders. Explain the techniques that a leader is able to adopt to encourage participation by employees. [20]
 5. Leaders have a critical role to play in inspiring and motivating employees. Explain how they can achieve this. [20]
 6. Explain and analyse the relevance and contribution of the leader substitutes theory. [20]
 7. Set out, explain and comment on the relevance of the classification of managerial roles developed by Henry Mintzberg. [20]
 8. Charismatic leaders can have both positive and negative influences on their staff and the organisation in general. Review the positive and negative consequences of charismatic leadership. [20]