FEEDBACK TUTORIAL LETTER

1st SEMESTER 2019

ASSIGNMENT 2

SMALL AND MEDIUM ENTERPRISE LEADERSHIP

BEL711S
Feedback Tutorial Letter

Small and Medium Enterprise Leadership (BEL711S)

Assignment 2, S1 - 2019

Dear Student

As from the marks obtained you can judge yourself if you understood how to answer the questions. My evaluation tells me that you did not so bad but I will still highlight some of the challenges that some of you might have encountered.

Question 1 required from you to discuss the theories in the case study given. Here you had to then apply what you already were supposed to know. I think this question was easy but most of you did not score high marks as you tend to copy facts. You also make the mistake and put it in a context out of your realm. It is easier if you use your own experience and linked it to empirical evidence.

Question 2 clearly required from you to list the theories by Pearce et al. Please students this question was as easy as pie, just list – but some of you discussed facts not relevant to this and therefore lost marks.

Question three had to parts which is actually linked to one another. Some of you then made the mistake to include b’s answer also with a – therefore you lost marks there as well.

Furthermore, I cannot reiterate enough that at your level, language should not be a problem as well care in presentation of your assignment. You enrolled in this course as an aspirant leader and therefore you should always be the example. Please see the possible answers of which you should have discussed/ developed thereon:

1. Use the articles by Horner (1997), Hay and Hodgkinson (2006) and make a summary of the leadership theories discussed. [20]

Horner (1997) identified the following leadership theories:

a. Trait or attribute theories: Theories that focus on the attributes of great leader, the internal qualities or traits that they are born with. According to this model, traits should be found that distinguish great leaders. People with these traits should be found and put into leadership positions.

b. Behaviour theories: This category looked into the behaviour of leaders in the company context. What behaviour resulted in an increase in effectiveness of companies? Two primary factors were identified, consideration and initiation of structure or people and task orientation. According to this model the right behaviours should be found and taught to people needed in leadership positions.

c. Contingent theories: Traits and behaviour put in context of the situation in which the leader exists. Contingency theories assume that the effects of one variable on leadership are contingent on other variables. Theories in this category are:
   o path-goal theory
   o the vertical dyad linkage theory, also known as the leader-member exchange theory.
d. Motivational theories: These suggest that leadership is less a specific set of behaviours than it is creating an environment in which people are motivated to produce and move in the direction of the leader. Theories in this category are:
   - Herzberg’s motivation theory,
   - Needs theory and
   - Manifest needs theory.
   - Expectancy theory,
   - Equity theory,
   - Goal setting and reinforcement theory.

e. Recent theories: Of which the following are mentioned by the author:
   - Transformational theory which is contrasted with what is called transactional theory a theory of the old kind.
   - "SuperLeadership" or self-leadership, which is to lead or empower others to lead themselves. Great leaders unleash the potential of followers.
   - Leadership as a process. A process of coordinating efforts and moving together as a group toward a goal, which in turn makes self-leadership important.

Hay and Hodgkinson (2006) group all existing leadership theories in either
   - systems control theories (the earlier theories) and proposes the name
   - process-relational theories for the more recent.

2. List the leadership behavioural types by Pearce et al. (2006) [8]
   a. Directive leadership
   b. Transactional leadership
   c. Transformational leadership
   d. Empowering leadership

3. From the article on holistic leadership by Campbell (2007), answer the following questions:
   a. Identify and discuss the conceptual foundations of Campbell’s (2007) “…theories in wholeness…” [10]

   Campbell (2007) used the following conceptual foundations for his model:

   • Holism. The author assumes therefore that each dimension of leadership is important and necessary, because each element is mutually interdependent with the others.
     - Since science theories emphasize that no physical particle can be examined independent from its interactions with other particles, and this principle is valid in organizational issues as well.
     - Holistic perspectives focus on connections and interdependencies. A full understanding of phenomena requires systemic exploration.
• **Pragmatism.** The author assumes that all interdependencies cannot be explored on all levels. Pragmatic considerations allow that some limiting boundary be set within the system to enable the development of meaningful insights.
  o Since patterns which appear at one level in the system may appear at another level as well.
  o Focusing on one level of analysis can yield insights that may apply at other levels.

b. Identify and discuss the components which Campbell (2007) propose for a leadership theory "...in wholeness..."? [12]

• **Being:** Because humans (thus leaders) are human on the grounds of their physical presence in the world, on what they are and not on their doing or behaviour.
• **Spiritual:** Humans (thus leaders) have an immaterial dimension, which comprises of an intangible animating force, which is their root or foundation and affect connectedness and meaning.
• **Cognitive:** (activity) A leader require a levels of cognitive ability, on knowledge about self, on cognitive complexity, and on the formation of mental models, particularly as they relate to their and others' perceptions of reality.
• **Emotion:** Since leaders have responsibility to manage the emotions of followers (and their own).
• **Relationships:** As a fruit of the other four. Leaders are required to engage in various relationships to fulfil their promise.
• **Behaviours:** Another fruit of the first four. Certain conduct is required from leaders.