**FORMATIVE ASSESSMENTS – 120300**

Formative Activity 1

Select two of the leaders discussed in the learner guide, or any other two leaders and, in your groups, decide on the qualities and roles that each leader exhibits.

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Formative Activity 2

Consider the following quotation and discuss whether you agree with Burns and why.

“ A good manager is a man who isn’t worried about his own career but rather the careers of those who work for him. My advice: Don’t worry about yourself. Take care of those who work for you and you’ll float to greatness on their achievements”

H.S.M. Burns

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Formative Group Activity 3

What do you think the above statement means and what does it suggest about the role and function of the manager?

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Formative Group Activity 4

Discuss the meaning of the mentioned desirable characteristics of a manager.

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FormativeGroup activity 5

Discuss the difference between the role and qualities of a leader and a manager.

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How would these roles complement each other in your workplace?

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Discuss responsibility and accountability as it applies to your manager or supervisor: what is s/he responsible for and who does s/he report to?

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Formative Group activity 6

In a group, discuss the best leadership style for the following situations:

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| If the team member exhibits a low level of competence in the job or task and low confidence |
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| If the team member exhibits a moderate to high level of competence in the job, but a variable degree of confidence in the job |
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Formative Group activity 7

Discuss the differences between the different leadership theories:

How does the traits approach to leadership differ from Blake and Mouton’s managerial grid?

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How does servant leadership differ from transformational leadership?

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How does transformational leadership differ from visionary leadership?

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Give one example of a leader who is/was a:

Servant leader

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Visionary leader

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Transformational leader

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Case Study 1

Arthur Abrahams is the manager of the data processing department of a medium sized company. He has called a special meeting of his staff.

"Well, I know that we have been up to our ears in work and we have been pushing for a bigger system and more people. Now, we finally have the approval. The system we want is on order, and we can begin bringing in two or three new people in each department. Of course, you know what that means ‑ each of you will have to reorganise."

As Arthur went on to explain the details of the new system and the requirements for the reorganisation, Bob Alien, supervisor of Database Management, and Stephen Clark, supervisor of Systems Design, both had similar thoughts weighing heavily on their minds.

As they left the meeting, Stephen spoke first. "You know, my people are really going to have a problem with this. We've all wanted a new system, but reorganisation is always a problem."

On the day selected for the announcement to be made, Stephen railed his group together. "Well, gang, we have the approval to get the system we've been hoping for. It will mean some reorganisation of our department, and here's how we'll do it."

At this point Stephen handed out a new organisation chart and showed each person in the department their new function and reporting structure.

"Are there any questions?" he asked.

After answering a few questions about the technical details of the system, he closed the meeting by saying, "Here are copies of your current project assignments. You can begin exchanging files and status reports of the projects you are working on whenever you like."

At the same time Bob Alien had called his department together. 'Well, it's official; we got the new system we've been hoping for. It doesn't have all the features you recommended, but I think that it will still work well for us. Of course, this means that we will have to do some reorganising in the department. Here is a list of projects we are working on now, or which are projected for the new system. It looks like they fall into four major areas."

During the discussion, several of Bob's people made comments.

After the meeting, Bob spent some time deciding how his area should be organised. Then, one by one, he called his people in to show them the new organisation and discussed it with them. He answered questions about their individual duties and responsibilities. Bob then diarised another meeting to make the new organisation announcements official, and to discuss plans for the immediate future.

The reorganisation and preparation for the new system went smoothly in both Stephen and Bob's departments.

For each of the following questions about the leadership qualities of the supervisors Stephen and Bob, indicate with a tick for Stephen or a tick for Bob which supervisor you feel:

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| Activity | Stephen | Bob |
| Took the least amount of time to put the organisational changes into effect |  |  |
| Offered the greater opportunity for his people to participate in the decision-making process. |  |  |
| Received the better understanding of the changes from his people |  |  |
| Received the greater opposition to the changes from his people? |  |  |
| Received the most cooperation from his people? |  |  |
| Has the higher morale as a result of the changes? |  |  |
| Will now get the greater productivity from his people? |  |  |
| Who acted in the best company interests? |  |  |
| Which supervisor got the most satisfaction? |  |  |

Discuss the roles and qualities of leadership that each leader exhibited.

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What leadership style do you think each leader used?

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Prepare a presentation of your findings to discuss with the rest of the class.

Case study 2

Select a current prominent political or business leader in South Africa today. Analyse the style of leadership of this person to decide which leadership s/he adopts. Is this person a good role model to the rest of the country? What effect does his/her leadership style have on the rest of the country?

Compare this person’s leadership style with that of Nelson Mandela. Who is the better role model? Who is the better leader in your opinion? Why do you think this?

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Case study 3

Select a manager from your organisation. If you are not employed, you may use another leader, for example a teacher, church leader or other community leader.

Analyse the style of leadership of this person to decide which leadership s/he adopts. Is this person a good role model to the rest of the country? What effect does his/her leadership style have on the rest of the country?

Compare this person’s leadership style with that of the person from case study 2. Who is the better role model? Who is the better leader in your opinion? Why do you think this?

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