



SCHOOL OF PUBLIC MANAGEMENT,
GOVERNANCE AND PUBLIC POLICY
(SPMGP)

CENTRE FOR PUBLIC MANAGEMENT AND GOVERNANCE

TUTORIAL LETTER HCLGM 105

*MODULE 3: LEADERSHIP AND
LOCAL GOVERNANCE*

**Higher Certificate in Local
Governance and Management**

QUALIFICATION CODE: F34010
MODULE CODE: LGM3YE1

Compulsory assignment questions to be
submitted for Module 3;
Due date 30 June

**This tutorial letter contains important
information about your summative
assessments and year mark for Module 3**



MODULE 3: LEADERSHIP AND LOCAL GOVERNANCE

TEST No 3 = 25 marks

ASSIGNMENT No 3 = 25 marks

TOTAL MARKS: 50 (50x2= 100%)

SUBMISSION DATE: 30 June 2023 is the FINAL submission date for this test and assignment.

EXAMINER: Prof Christelle Auriacombe

MODERATOR: Prof Vain Jarbandhan

METHOD OF SUBMISSION:

1. By email to the following email address: thabob@uj.ac.za.
2. On BlackBoard via uLink.
3. Submit on the compulsory assignment answer sheet/template.
4. Complete compulsory personal details on the assignment answer sheet/template is important.
5. Save the attachment as: HCLGM Assignment 3 Surname and initials and student no.

NB Please note on the attachment you send you must have your student number, initials and surname as the NAME of the attachment and not only the messages of the email. We need to capture the correct attachment so that your assignment has a name and student number.

TEST 3:

QUESTIONS: [Total 25 marks]

Question 1 [15 marks]

Read the instruction for each question and choose the (most) correct option by **UNDERLINING** your answer.

1. The concept “governance” means ____
 - a) public participation
 - b) legitimacy
 - c) to steer
 - d) democracy
2. The notion “municipal excellence” is best described as ____
 - a) teamwork
 - b) good, developmental local governance
 - c) accountability
 - d) community participation
3. According to De Vries (2001) leadership can be regarded as a *property* and a ____
 - a) trait
 - b) style
 - c) process
 - d) outcome
4. Which one of the following types of organisational conflict **does not** belong?
 - a) Intrapersonal
 - b) Interpersonal
 - c) Extra-personal
 - d) Intergroup
5. Which scholar’s theory laid the foundation for the study of motivation?
 - 1) Taylor

- 2) Senge
 - 3) Herzberg
 - 4) Maslow
6. Leadership has mainly to do with ____
- a) getting the job done
 - b) optimally utilise resources
 - c) guiding people towards organisational goals
 - d) communicating organisational values
7. Which one of the following alternatives **cannot** be regarded as a leadership “theory”?
- a) Trait
 - b) Relational
 - c) Influence
 - d) Autocratic
8. Political leadership in a municipality generally refer to the role of the ... (Underline the option that **does not** belong?)
- a) The Executive Mayor
 - b) The Municipal Manager
 - c) Chair of Portfolio or Standing Committees
 - d) Councillors
9. Which one of the following aspects **is not** regarded as being part of leadership styles?
- a) Autocratic
 - b) Democratic
 - c) Transformational
 - d) Influential
10. Which word best describes a democratic style of leadership?
- a) Participatory
 - b) Transactional
 - c) Influential
 - d) Inspirational
11. Transformational leaders’ main focus is ____ (underline the option that **does not** belong?)
- a) to motivate followers
 - b) to encourage the mobilisation of a vision to transform the organisation
 - c) to increase employees’ awareness of what is right and important
 - d) to lead by following a participatory style
12. Strategic thinking is mainly about ____
- a) thinking inside existing boundaries and constraints
 - b) see the “whole picture”
 - c) information dissemination
 - d) stakeholder engagement
13. Which one of the following aspects is **not** commonly regarded as a strategy to overcome resistance to change?
- a) negotiate
 - b) educate
 - c) support
 - d) control
14. According to custom, three levels of traditional leadership positions are recognised. **Underline the incorrect option.**
- a) chieftainship
 - b) headmanship

- c) princeship
- d) kingship

15. "SADC" is the acronym for _____
- a) Southern Africa Development Community
 - b) South African Development Corporation
 - c) South African Districts and Councils
 - d) Southern Africa Development Council

Question 2 [10 marks]

Consider the statements below and indicate whether they are 'True' or 'False' by indicating the correct answer with an X in the appropriate box:

	True	False
1 A municipal strategic plan serves as a framework for decisions or for securing council approval and political support.		
2 Traditional and transformational leadership are synonymous.		
3 Contingency and situational theory refer to the same thing.		
4 Relational theory is about the nature of the context in which leadership occurs.		
5 Organisational (municipal) politics refers to party politics in council.		
6 Organisation behaviour modification has as aim to manipulate and control employees.		
7 The three main phases in managing change are unfreezing, transition, and confirmation.		
8 Forming, storming, norming and performing are the main phases in Walton's model of team-building.		
9 Vision and strategy are closely related as far as municipal leadership is concerned.		
10 A SWOT-analysis is a technique to facilitate change management		

END OF TEST 3 AND BEGINNING OF ASSIGNMENT 3

ASSIGNMENT 3 [Total 25 marks]

Question 1 [3 marks]

Define visionary and transformational leadership.

Question 2 [9 marks]

Conceptualise contingency or situational theories.

Question 3 [6 marks]

What does the role of leadership in team motivation entail?

Question 4 [7 marks]

Explain what a positive and negative organisational culture entails and determine the variables influencing the culture of an organisation to promote change to establish a positive organisational culture in a municipality.

TOTAL MARKS: 50

END OF THE ASSIGNMENT

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