

UNIVERSITY OF SWAZILAND
INSTITUTE OF DISTANCE EDUCATION
BACHELOR OF ADULT EDUCATION YEAR 4
FINAL EXAMINATION PAPER – MAY, 2015

- TITLE OF PAPER** : **LEADERSHIP IN ORGANIZATIONS 11**
- COURSE CODE** : **IDE-BAE 428**
- TIME ALLOWED** : **THREE (3) HOURS**
- INTRUCTIONS** : **1. ANSWER ALL QUESTIONS IN SECTION ‘A’**
- 2. ANSWER TWO QUESTIONS IN SECTION ‘B’**
- 3. MARKS WILL BE DEDUCTED FOR POORLY WRITTEN ENGLISH**

THIS PAPER IS NOT TO BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR

SECTION A – ANSWER ALL QUESTIONS

QUESTION 1

- a) Using appropriate examples to illustrate your answer, define the following concepts:
(i) Leader (ii) Manager. [10]
- b) Distinguish between a leader and a manager by explaining at least five (5) features that makes the distinction. [15]

[25 marks]

QUESTION 2

- a) What is the difference between problem-solving and decision-making? [5]
- b) Identify and discuss the decision making process used for effective decision making. [20]

[25 marks]

SECTION B – ANSWER TWO QUESTION ONLY

QUESTION 3

- a) Henry Mintzberg (1990) suggested ten (10) managerial roles. Discuss these managerial roles using the three (3) categories: interpersonal; informational; and decisional. [15]
- b) Managers who are viewed as leaders are a great resource for helping an organization in accomplishing meaningful goal(s). Such a manager/leader possesses certain qualities. Identify and discuss at least five (5) of these qualities. [10]
[25 marks]

QUESTION 4

- a) Explain what a voluntary organization is and make examples of such organizations available in Swaziland. Indicate how these differ from other organizations. [10]
- b) Voluntary organizations survive through donor funding. They need to have some important characteristics in order to attract this donor funding. Identify and discuss at least three important characteristics that attract funding. [15]
[25 marks]

QUESTION 5

- a) According to Tannenbaum & Schmidt (1958) there are three (3) primary factors that influence a managers' determination of which leadership approach/style to use in making decisions. Using appropriate examples, identify and discuss these factors or influences. [15]
- b) Using appropriate examples to illustrate your answer, discuss the two types of decisions that managers face in their jobs in organizations as proposed by Simon in Eilon (1992). [10]
[25 marks]