

**UNIVERSITY OF SWAZILAND**  
**INSTITUTE OF DISTANCE EDUCATION**  
**BACHELOR OF ADULT EDUCATION YEAR 4**  
**SUPPLEMENTARY EXAMINATION PAPER – JULY, 2016**

**TITLE OF PAPER** : **LEADERSHIP IN ORGANIZATIONS 11**

**COURSE CODE** : **IDE-BAE 428**

**TIME ALLOWED** : **THREE (3) HOURS**

**INSTRUCTIONS** : **1. ANSWER ALL QUESTIONS IN SECTION ‘A’**  
**2. ANSWER TWO QUESTIONS IN SECTION ‘B’**

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

## SECTION A – ANSWER ALL QUESTIONS

### Question 1

- a) What is group decision making in organizations? [5]
- b) Group decision making involve the use of various methods. Identify and discuss four (4) group decision making methods used in organizations. [20]

[25 marks]

### Question 2

- a) Define decision making in organizations. [5]
- b) The Tannenbaum & Schmidts' Continuum Model of Leadership Behaviour indicates that each type of decision-making has a corresponding degree of authority used by each manager-leader. Discuss this model by using the five (5) levels of delegation.

[20]

[25 marks]

## SECTION B – ANSWER ANY TWO QUESTIONS

### Question 3

One important task of a manager-leader is to make sound decisions. When manager-leaders make decisions they are faced with several factors that may lead to faulty decision-making. Discuss at least five (5) of these factors that may contribute to poor decision making.

[25 marks]

### Question 4

- a) What is meant by local leaders? [5]
- b) The basic elements of leadership relationships are;
- i. Leader
  - ii. Followers
  - iii. Situation
  - iv. Task

Discuss how these elements are important in leadership. [20]

[25 marks]

### Question 5

- a) Identify and discuss two types of decisions managers are faced with as they perform their duties in organizations. [10]
- b) Managers working in organizations are at different levels in the hierarchy. Identify and discuss these levels of managers indicating what is involved in each level and what type of managers are in each level. [15]

[25 marks]