

UNIVERSITY OF SWAZILAND
INSTITUTE OF DISTANCE EDUCATION
BACHELOR OF ADULT EDUCATION YEAR 4
MAIN EXAMINATION PAPER – DECEMBER, 2016

TITLE OF PAPER : **LEADERSHIP IN ORGANIZATIONS 1**

COURSE CODE : **IDE-BAE 425**

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

INSTRUCTIONS : **1. ANSWER ALL QUESTIONS IN SECTION 'A'**

2. ANSWER TWO QUESTIONS IN SECTION 'B'

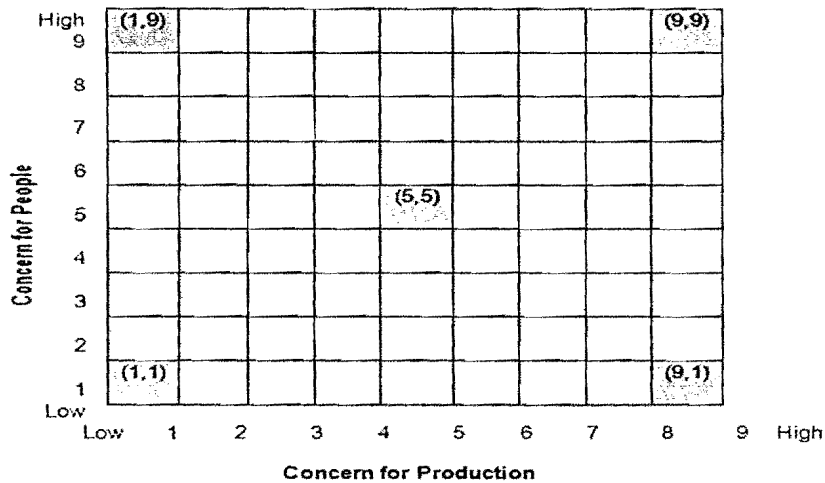
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SECTION A

ANSWER ALL QUESTIONS

QUESTION 1

Figure 1: Managerial Grid



(Source: Blake and Mouton, 1964)

Using the five leadership styles indicated in the managerial grid above, discuss the managerial grid in detail and indicate the impact each style may have on the employees.

[25 marks]

QUESTION 2

Using appropriate examples to illustrate your answer, identify and discuss five (5) sources of power that exist in organizations.

[25 marks]

SECTION B

ANSWER TWO QUESTIONS

QUESTION 3

- a) Explain Douglas McGregor's Theory X and Y, indicating the role of the leader in both approaches. [15]
- b) As an adult educator, indicate which approach/view from this theory you would use in motivating your followers and why? [10]

[25 marks]

QUESTION 4

- a) What is meant by organizational behaviour? [5]
- b) Using appropriate examples to illustrate your answer, identify and discuss four (4) key elements of organizational behaviour. Indicate how these are important in the achievement of organizational goals. [20]

[25 marks]

QUESTION 5

- a) Examine the acceptance view of authority in organisations. [10]
- b) Leaders use authority by dividing it into three different (3) types. Using appropriate examples to illustrate your answer, identify and discuss the three (3) types of authority found in organizations. [15]

[25 marks]

QUESTION 6

- a) What is meant by the term 'leadership styles'? [5]
- b) Identify and discuss the three (3) basic leadership styles used by leaders for decision-making in organizations. [15]
- c) Indicate which leadership style you would prefer to use given an opportunity to lead a group of people in an organization and explain why you would prefer the leadership style over others? [5]

[25 marks]