

UNIVERSITY OF SWAZILAND
INSTITUTE OF DISTANCE EDUCATION
BACHELOR OF ADULT EDUCATION YEAR 4
MAIN EXAMINATION PAPER – MAY, 2017

TITLE OF PAPER : LEADERSHIP IN ORGANIZATIONS 11

COURSE CODE : IDE-BAE 428

TIME ALLOWED : THREE (3) HOURS

INSTRUCTIONS : THIS PAPER CONSISTS OF THREE (3)
SECTIONS

QUESTION IN SECTION 'A' IS COMPULSORY

ANSWER TWO QUESTIONS IN SECTION 'B'

ANSWER TWO QUESTIONS IN SECTION 'C'

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

SECTION A
COMPULSORY QUESTION

QUESTION 1

- a) Define the concept 'managerial roles'. [5]
- b) Management expert Professor Henry Mintzberg developed ten (10) managerial roles which fall under three (3) categories; interpersonal, information and decisional. With the use of relevant examples, discuss the roles in each category. [10 x 3.5 = 35]

[40 marks]

SECTION B
ANSWER ANY TWO (2) QUESTIONS

QUESTION 2

Voluntary organization leaders face extraordinary challenges which are very distinct from those faced by leaders in government and the private sector.

Identify and discuss at least four (4) challenges often faced by these leaders.

[4 x 5 = 20]

QUESTION 3

- a) What is decision-making in leadership? [10]
- b) Simon in Eilon (1992) indicated two main types of decisions that managers face in their organizations. Using appropriate examples to illustrate your answer, describe the two types of decisions. [10]

[20 marks]

QUESTION 4

Managers who are leaders are a resource in organizations because they possess certain qualities. Clearly identify and discuss at least five (5) of these qualities that may help the organization attain its goals.

[5 x 4 = 20]

2*20 = 40 marks

SECTION C

With the aid of relevant examples, write explanatory notes on any two (2) of the following;

- | | |
|----------------------------------------------------------------------------------------|------|
| 5. Delphi decision making technique | [10] |
| 6. Transformational leadership and the 4 i's/dimensions of transformational leadership | [10] |
| 7. Scope and level of decision making | [10] |
| 8. Decision avoidance psychosis | [10] |

2*10 = 20 marks