

UNIVERSITY OF SWAZILAND  
INSTITUTE OF DISTANCE EDUCATION  
BACHELOR OF ADULT EDUCATION YEAR 4  
MAIN EXAMINATION PAPER – MAY, 2018

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

**COURSE CODE : IDE-BAE 428**

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

- INSTRUCTIONS :**
- 1. ANSWER SECTION 'A' – COMPULSORY**
  - 2. ANSWER TWO QUESTIONS IN SECTION 'B'**
  - 3. ANSWER ONLY TWO CONCEPTS IN SECTION 'C'**

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## SECTION A – COMPULSORY QUESTION

### Question 1

Henry Mintzberg (1990) identified ten (10) different managerial roles in organizations fall under; interpersonal, informational and decisional categories. Using appropriate examples to illustrate your answer, identify and discuss the different managerial roles under each category indicated above.

[40 marks]

## SECTION B – ANSWER ANY TWO QUESTIONS

### Question 2

- a) Managers are in different levels in the organizational hierarchy. Identify and discuss the different levels of managers, indicating what is involved in each level, the types of managers in these levels and the types of managerial skills mostly needed by each level manager in order to execute tasks. (15)
- b) Identify and discuss two (2) attributes of an effective manager-leader as suggested by Certo (1986). (10)

[25 marks]

### Question 3

- a) Using examples to illustrate your answer, describe what a voluntary organization is and explain how it differs from other organizations. (10)
- b) Identify and discuss the important characteristics voluntary organizations need to exhibit in order to attract funding. (15)

[25 marks]

### Question 4

Using the 4i's of transformational leadership, describe the kind of a leader that can be termed a transformational leader.

[25 marks]

SECTION C – CHOOSE ONLY TWO CONCEPTS

**Question 5**

Write explanatory notes on any TWO (2) of the following as used in leadership.

- a) Manager-leader (5)
- b) Decision making under risk (5)
- c) Decision coercion (5)
- d) Decision making under certainty (5)

[10 marks]