

**UNIVERSITY OF ESWATINI**  
**INSTITUTE OF DISTANCE EDUCATION**  
**BACHELOR OF ADULT EDUCATION YEAR 4**  
**SUPPLEMENTARY EXAMINATION PAPER – JULY, 2019**

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

**COURSE CODE : IDE-BAE 428**

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

**INSTRUCTIONS : ANSWER ANY FOUR QUESTIONS**

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

## ANSWER ANY FOUR (4) QUESTIONS

### QUESTION 1

With the use of relevant examples to illustrate your answer, identify and discuss at least five (5) factors that contribute to managers coming up with poor/faulty decisions.

[25 marks]

### QUESTION 2

- a) What is decision-making in organizations? (5)
- b) According to Cohen, March & Olson (1972) organizations have four (4) types of people that are helpful in decision making. Identify and explain these people (8)
- c) Explain the following terms as used in decision-making;
  - i) Decision drift (4)
  - ii) Decision avoidance psychosis (4)
  - iii) Decision coercion (4)

[25 marks]

### QUESTION 3

- a) Tannenbaum & Schmidt indicated three (3) factors/forces that influenced a manager's determination of which leadership behaviour to use in making decisions. Using suitable examples, identify and discuss these factors/forces. (15)
- b) Managers are faced with different conditions when making decisions. Identify and explain any two (2) conditions that they face and what type of decisions they are likely to make in that condition. (10)

[25 marks]

### QUESTION 4

Organizations need visionary leaders in order to be successful. Discuss the major characteristics of a visionary leader.

[25 marks]

### QUESTION 5

Discuss traditional leadership in the context of Eswatini.

[25 marks]