

UNIVERSITY OF ESWATINI
INSTITUTE OF DISTANCE EDUCATION
BACHELOR OF ADULT EDUCATION YEAR 3/4
MAIN EXAMINATION PAPER – NOVEMBER, 2019

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

COURSE CODE : **IDE-AED327/BAE 425**

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

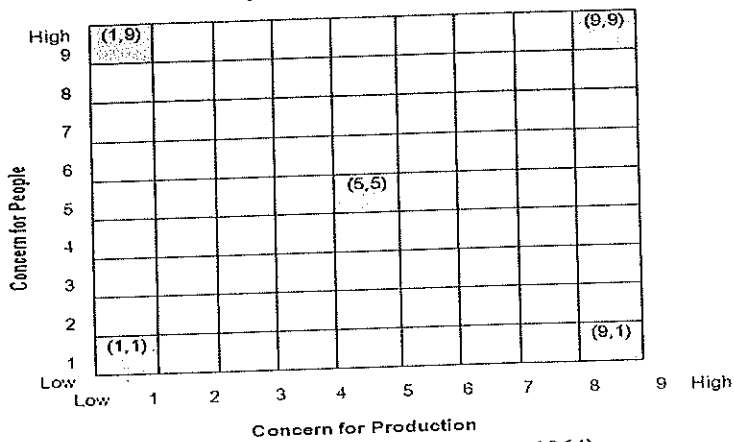
INTRUCTIONS : **ANSWER ANY FOUR QUESTIONS**

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

ANSWER ANY FOUR (4) QUESTIONS

QUESTION 1

Figure 1: Managerial Grid



(Source: Blake and Mouton, 1964)

- Using the five leadership styles indicated in the managerial grid above, do the following
- i) Indicate the type of leader represented in the grid and show the type of leader behaviour exhibited by the leader (15)
 - ii) Give at least two (2) ways in which each leader behaviour may impact the employees (10).

[25 marks]

QUESTION 2

Organizational structure is one of the key elements of organizational behaviour, identify and explain the five (5) key concepts that make up the structure of an organization.

[25 marks]

QUESTION 3

- a) Describe the attribution theory of leadership (10)
- b) When making a determination between the internal and external causes of behaviour, the attribution theory dictates that the observer must examine the following elements listed below;
 - i. Consistency (5)
 - ii. Consensus (5)
 - iii. Distinctiveness (5)

With the use of relevant examples, describe each of these elements involved in the process.

[25 marks]

QUESTION 4

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

[25 marks]

QUESTION 5

One of the important tasks for a leader is goal setting for the organization and these should be set in the right way. Identify and discuss at least five (5) steps of goal setting you have studied in your course indicating why each step is important.

[25 marks]

END OF EXAM