UNIVERSITY OF SWAZILAND

INSTITUTE OF DISTANCE EDUCATION

BACHELOR OF ADULT EDUCATION YEAR 4

FINAL EXAMINATION PAPER – MAY, 2016

TITLE OF PAPER   :   LEADERSHIP IN ORGANIZATIONS 11

COURSE CODE   :   IDE-BAE 428

TIME ALLOWED   :   THREE (3) HOURS

INTRUCTIONS   :   1. ANSWER **ALL** QUESTION IN SECTION 'A'

                                       2. ANSWER **TWO** QUESTIONS IN SECTION 'B'

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SECTION A – ANSWER ALL QUESTIONS

Question 1

a) With the aid of examples, describe what a 'Voluntary Organization' is in the context of Swaziland. Indicate what makes it different from other organizations. [10]

b) For most voluntary organizations, a solid and reliable donor-base is important to establish. Identify and discuss at least three reasons why having a strong donor-base is essential for these organizations. [15]

[25 marks]

Question 2

a) With the aid of examples, explain what is a 'manager-leader' in organizations. [5]

b) The rational model in decision making indicates that a manager-leader using this model follows a four-step sequence/phases when making decisions. Identify and discuss the four-steps/phases in the rational decision making model. [20]

[25 marks]

Question 3

Using appropriate examples to illustrate your answer, discuss the following elements as used in problem-solving for decision making.

i)	Rationales	[5]
ii)	Setting	[5]
iii)	Scope and level of decision	[5]
iv)	Procedural and technical aids	[5]
v)	Outcomes	[5]

[25 marks]

Question 4

a) What is a 'vision' in leadership?   [10]

b) Discuss at least three (3) things to consider when developing a vision for an organization.   [15]

[25 marks]

Question 5

a) What is transformational leadership?   [5]

b) Transformational leadership is often described as the most effective style to use in most organizations. Identify and describe four (4) key elements of transformational leadership. [20]

[25 marks]