

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

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

COURSE CODE : **IDE-BAE 428**

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

INSTRUCTIONS : **ANSWER ANY FOUR QUESTIONS**

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BEEN GRANTED BY THE INVIGILATOR**

ANSWER ANY FOUR (4) QUESTIONS

QUESTION 1

David Brown cited in Clark (1991) advocated that the structure of voluntary organizations is characterised by two types of leaders;

- i) Leaders of charisma with deep commitment and vision who lead by inspiration and personal qualities but maintain an ill-defined structure and tend to be somewhat dictatorial in decision-making.
- ii) Leaders committed to participation who share influence and function with the staff and who like decision making to be a collegial (shared) process within a tight management structure.

Discuss these two types of leaders and indicate how they fit in such organizations.

[25 marks]

QUESTION 2

- a) What is a voluntary organization? (5)
- b) Identify and discuss at least four (4) problems of leadership that voluntary organizations may face. (20)

[25 marks]

QUESTION 3

- a) Distinguish between problem-solving and decision-making in leadership. (10)
- b) Explain how managers use the following techniques in the group decision-making process;
 - i) Delphi techniques (5)
 - ii) Dialect inquiry (5)
 - iii) Brainstorming (5)

[25 marks]

QUESTION 4

- a) Using the three (3) dimensions of transactional leadership, describe a leader that is classified under this leadership style. (15)
- b) Simon in Eilon (1992) proposed two (2) main categories of decisions that are made by managers. Using suitable examples, discuss each category. (10)

[25 marks]

QUESTION 5

Tannenbaum and Schmidt's (1958) Model of leadership behaviours indicates seven (7) levels of delegated freedom managers are faced with. Identify and discuss at least five (5) of these levels indicating the corresponding freedom available to the subordinate.

[25 marks]