

**BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING**

**Bachelor of Business Administration**  
**(Leadership and Change Management)**

**Power, Authority, and Decision-making**  
**PA221**

**Special Examination**

**Time: 3 Hours**

**Marks: 100**

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**Instructions to candidates:**

1. This examination consists of TWO sections: A and B.
2. Begin each answer to a new question on a new page.
3. Answer questions according to instructions given in each section.
4. Write answers in the answer booklet provided.
5. Write in grammatical English.

**SECTION A SHORT ANSWER TYPE QUESTIONS**

**[60 MARKS]**

**Answer ALL questions in this section.**

1. Define power. Explain the traits of overt leadership in exercising power and authority. **(10 marks)**
  
2. “Leaders set the motion in a specific direction for an organization and its team”. Explain the four competencies identified by Bennis Warren. **(8 marks)**
  
3. Write short notes on:
  - (a). Expert power **(2 marks)**
  - (b). Coercive power **(2 marks)**
  - (c). Weber’s bureaucratic model **(2 marks)**
  - (d). Formal and Informal power **(2 marks)**
  - (e). Span of control **(2 marks)**
  
4. After the study of the module “Power, Authority, and Decision making” what is your stand on the following myths:
  - (a). Those who possess knowledge and intelligence are leaders. **(2 marks)**
  - (b). Leaders and managers are one and the same. **(2 marks)**
  - (c). Leaders never delegate important stuff. **(2 marks)**
  - (d). Leadership is based on position. **(2 marks)**

5. “Dynamic leaders possess some distinguishing personality traits that give them the power and passion to succeed”. Explain six common personality traits of dynamic leaders. **(12 marks)**

6. Cite the bases of power in an organization, and discuss ways that managers acquire and use power. **(6 marks)**

7. Explain how authority is different from power. **(6 marks)**

**SECTION B ESSAY TYPE QUESTIONS**

**[40 MARKS]**

**Answer TWO questions in this section.**

**Question 1**

**(20 marks)**

Illustrate in detail the link between power and charisma in an organization that is undergoing change.

**Question 2**

**(20 marks)**

“A large number of techniques have evolved to help decision makers make prompt and accurate decisions”. Discuss any five main decision making techniques.

**Question 3**

**(20 marks)**

“Based on any five of the following factors, which give rise to politics in an organization, generate a discussion to demonstrate how they influence leadership and change management in your organization”.

- i. Ambiguous goals
- ii. Scarce resources
- iii. Non programmed decisions
- iv. Organisational change
- v. Role ambiguity
- vi. Unclear criteria for evaluating performance
- vii. Organisational culture and structure
- viii. Low trust

**END OF PAPER**