

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

Bachelor of Business Administration - Leadership and Change Management

Power, Authority and Decision-Making

PA221

SPECIAL EXAMINATION

Marks: 100

Duration: 3 Hours

Instructions

1. The examination consists of four Sections: A, B, C and D.
2. Begin each of the essay questions on a new page.
3. Answer questions according to instructions given in each section.
4. Write answers in the answer book provided.
5. Write in grammatical English.

SECTION A: Multiple Choice Questions

[10 MARKS]

Answer all questions in this section. Each question carries one mark.

1. Which of the following is LEAST likely to be a decision criterion for a high-tech bicycle buyer who cares primarily about performance?
 - A) warranty
 - B) gear mechanism
 - C) frame composition
 - D) brake assembly

2. Which of the following is NOT considered a political skill for a manager?
 - A) dominant personality
 - B) networking ability
 - C) social astuteness
 - D) sincerity

3. Bennis (1998) asserts that a leader creates all these except _____.
 - A) climate of trust
 - B) control systems
 - C) congruity
 - D) constancy

4. Which leadership behaviour tends to centralize authority and make unilateral decisions?
 - A) cultural
 - B) autocratic
 - C) democratic
 - D) laissez-faire

5. Monica's boss allows her to make any decision she thinks is important on the spot without consulting anyone. Monica's boss has this kind of leadership behaviour.
 - A) laissez-faire
 - B) autocratic
 - C) democratic
 - D) hands-on

6. A democratic consultative leader _____.
 - A) seeks input and shares the final decision
 - B) makes the final decision without input
 - C) seeks input but makes the final decision by oneself

- D) shares the final decision without input
7. A leader who pretty much leaves employees on their own is assuming which role?
A) telling
B) selling
C) participating
D) delegating
8. _____ is defined as a high task, low relationship leadership role.
A) Telling
B) Selling
C) Participating
D) Delegating
9. Which of the following is NOT a typical trait of a charismatic leader?
A) direct eye contact
B) relaxed body posture
C) animated facial expressions
D) erect body posture
10. Visionary leadership differs from charismatic leadership because of its focus on _____.
A) rewards
B) personality
C) dangers that the future might bring
D) a positive image of the future

SECTION B: True or False Questions.

[10 MARKS]

Answer all questions in this section.

1. Identifying the wrong problem is just as much a failure for a leader as identifying the right problem and failing to solve it.
2. Ideally, all managers should not be leaders.
3. An example of changes in people would involve a manager widening her span of control.
4. A successful visionary leader "jump-starts" the future.

5. A rational decision will never fail to provide the best and most successful solution to a problem.
6. Intuitive decision-making cannot be a part of the rational decision-making process.
7. A drawback of group decision-making is groupthink.
8. Since charisma is an inborn trait, no efforts have ever been made to train people to be charismatic.
9. The hard part for team leaders is knowing when to intervene in a team's activities and when to leave it alone to solve problems on its own.
10. Group power can be used to overcome resistance when the critical mass of employees resist a change.

SECTION C: Short Answer Questions.

[40 MARKS]

Answer all questions from this section.

1. What are the limitations of group decision-making in organisations? **(3 marks)**
2. What are the criticisms of rational decision paradigm? **(3 marks)**
3. Outline three ways in which a manager can use to overcome barriers to delegation. **(6 marks)**
4. Explain the difference between relationship oriented and change oriented behaviours of a leader. **(4 marks)**
5. Name and discuss any 4 bases of power in an organisation. **(8 marks)**
6. Discuss four tactics through which hidden power can be used to prevent the emergence of conflicts which might result in trial of strength. **(4 marks)**
7. What are the merits and demerits of bureaucracy? **(8 marks)**

8. Distinguish between authority and power. (4 marks)

SECTION D: Essay Questions.

[40 MARKS]

Answer any TWO questions from this section.

1. Discuss any six organisational factors that give rise to politics within organisations. (20 marks)
2. a. Critically evaluate the use of devious political tactics by managers and leaders. (10 marks)
b. Discuss ways that can be used by a manager to combat politics in an organisation. (10 marks)
3. With the aid of examples discuss common problems likely to be encountered when making organizational decisions. (20 marks)

END OF PAPER