

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

Bachelor of Business Administration –
Leadership and Change Management

Power, Authority and Decision-Making

PA221

SESSIONAL EXAMINATION

Time: 3 Hours

Marks: 100

Instructions:

1. The examination consists of four sections: A, B, C and D.
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 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 not assumed in a rational decision?
 - A) a clear and specific goal
 - B) a clear and unambiguous problem
 - C) most alternatives and consequences are known
 - D) value is maximized

2. Which of the following would networking be most likely to help a manager accomplish?
 - A) increasing efficiency
 - B) increasing effectiveness
 - C) defining goals
 - D) building a power base

3. Good political skills would be most important to a manager who _____.
 - A) seeks job security
 - B) seeks fair compensation for his or her level
 - C) wants to rise through organizational ranks
 - D) wants to lighten his or her workload

4. Leaders are _____.
 - A) individual people, while leadership is a process
 - B) the first step in the leadership process
 - C) individual people who study the leadership process.
 - D) the final step in the leadership process.

5. Jared's supervisor encourages employees to participate in the decision-making process but does not give them complete freedom to do as they like. Which leadership behaviour is she portraying?
 - A) monarchial
 - B) autocratic
 - C) laissez-faire
 - D) democratic

6. A leader who provides maximum supportive behavior and a great deal of explicit instructions for how to carry out a task is assuming this role.
 - A) telling



- B) selling
- C) participating
- D) delegating

7. A leader should avoid a directive leadership when _____.

- A) tasks are highly structured
- B) workers have an external locus of control
- C) tasks are stressful and ambiguous
- D) work groups experience conflict

8. Visionary leaders are leaders who guide by _____.

- A) inspiring followers
- B) articulating a vision of the future
- C) the force of their personality
- D) offering rewards to followers

9. Which of the following is NOT a typical characteristic of a vision of the future provided by visionary leadership?

- A) powerful images
- B) easy-to-understand view
- C) nonspecific and indefinite
- D) clear articulation

10. This team leader role requires leaders to try to get the best out of their team.

- A) coach
- B) trouble shooter
- C) liaison
- D) conflict manager

SECTION B: True or False Questions

[10 MARKS]

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

1. The final step of the decision-making process is to implement the alternative that has been selected.
2. Having leadership traits alone is not useful for identifying who is likely to be a leader.
3. Decision makers who seek information that matches what they already know are guilty of

- confirmation bias.
4. Charismatic and visionary leadership are the same thing.
 5. One assumption of bounded rationality is that managers can analyse all relevant information about all alternatives for a situation.
 6. In decision-making, a problem can be defined as a discrepancy between what exists and what the problem solver desires to exist.
 7. Since charisma is an inborn trait, no efforts have ever been made to train people to be charismatic.
 8. *Leadership* identifies a process while *leader* identifies a person.
 9. Because leading is one of the four basic managerial functions, all managers are leaders.
 10. Change initiators can manipulate rewards and penalties, make friends, covert information and demand change, but if the others do not believe in their bases of power, then they may be unwilling to comply.

SECTION C: Short Answer Questions.

(40 MARKS)

Answer ALL questions from this section.

1. Present an argument and justify the use of group decision making in organisations. **(5 marks)**
2. Outline distinctive features of a programmed decision. **(6 marks)**
3. Identify and explain any three barriers to delegation. **(6 marks)**
4. Discuss distinctive features of an overt leader as asserted by Theodore Roosevelt. **(8 marks)**
5. Discuss three ways in which power can be used. **(3 marks)**
6. Discuss three domains in which hidden power can be used. **(6 marks)**



7. Outline four major traits of charismatic leaders. (4 marks)
8. Interpret the meaning of span of control. (2 marks)

SECTION D: Essay Questions.

[40 MARKS]

Answer any TWO questions from this section.

1. Discuss any four political blunders that can be costly political mistakes. (20 marks)
2. Critically evaluate any five political tactics used by employees to acquire more power. (20 marks)
3. a. Discuss any five types of authority in organisations. (10 marks)
- b. Discuss the concepts of risk, uncertainty and ambiguity in non-programmed decisions. (10 marks)

END OF PAPER