

**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**

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**Instructions to candidates:**

1. This 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 booklet provided.
5. Write in grammatical English.

SECTION A MULTIPLE CHOICE QUESTIONS

[10

Marks]

Answer ALL questions: Each question carries One (1) mark

Choose the best alternative answer.

1. Fear is a major barrier to delegation. Manager can overcome fear by asking one of these questions?

- A. Will I give them all the right backup, authority, resources?
- B. Will I be able to do the job?
- C. Am I the right person to delegate?
- D. Is the knowledge there to share with colleagues?

2. Covert leadership is when a leader leads \_\_\_\_\_

- A. Directly and intentionally
- B. Openly & cautiously
- C. Indirectly and unintentionally
- D. Closed & incautious

3. \_\_\_\_\_ is based on law and identifies how people must behave or comply with those in formal office who enforce the law such as Police Officers.

- A. Traditional authority
- B. Legal authority
- C. Functional authority
- D. Modern authority

4. \_\_\_\_\_ uses the phrase non directive in a similar way as covert leadership.

- A. Glickman (2002)

- B. Mintzberg (1998)
  - C. Bramwell Tovey
  - D. Fredrick Taylor
5. According to \_\_\_\_\_ leadership is the behaviour of an individual directing the activities of a group towards a shared goal.
- A. Schein, 1992 and house et al, 1999
  - B. Hemphill and Coons
  - C. Burke and Litwin (1992)
  - D. Yuki (2002)
6. Which of this power can be used to overcome resistance to change by manipulating personal loyalties and friendship?
- A. Expert power
  - B. Legitimate power
  - C. Reward power
  - D. Referent Power
7. \_\_\_\_\_ is the term used to force people to agree with change.
- A. Coercion
  - B. Conversion
  - C. Change management
  - D. Innovation
8. Programmed decision are usually \_\_\_\_\_.
- A. Repetitive & routine
  - B. Non repetitive and non-routine
  - C. Life threatening situations
  - D. Uncertain of the outcome

9. "Power is not merely the property of the individual to be acquired and accumulated". "Power is a relational construct". These are the words of \_\_\_\_\_.
- A. Buchanan and Badham
  - B. Hardy and Leiba
  - C. Hersey Blanchard
  - D. Andrew & Nada
10. \_\_\_\_\_ is a barrier to delegation:
- A. Be experienced
  - B. Being little busy
  - C. Lacking trust
  - D. Feeling secure

**SECTION B TRUE or FALSE QUESTIONS**

**[10 Marks]**

**Answer ALL questions: Each question carries One (1) mark**

1. In some sense game playing can be regarded as just another political tactic.
2. Sometimes people manoeuvre to acquire power for their own personal benefit, that is, they play organisational politics.
3. Decision-making is an isolated management process.
4. Uncertainty is usually defined as the ability to calculate the probability of failure.
5. Programmed decision do not require little thought and may not be delegated to less senior employees.
6. Risk is not necessarily a bad thing; it often needs to be spread across different projects or investments so that the failures will be compensated for by the success of many others.
7. Even correct decisions are useless unless they are implemented.
8. The lessons learned during evaluation should not be used to improve later decisions.

9. There is a specific age for anyone to be a leader, people often learn from their past experiences in life.
10. Power is about the activity of people and the possibilities of organisational climate.

**SECTION C SHORT ANSWER QUESTIONS**

**[20 MARKS]**

**Answer ALL questions in this section**

- a) Explain the three primary spheres in which hidden power can be exercised? **(3 marks)**
- b) Briefly explain any four bases of power according to French and Raven. **(12 marks)**
- c) Describe the levels of effective leadership in an organisation. **(4 marks)**
- d) Define Leadership in your own words **(1 mark)**

**SECTION D CASE STUDY**

**[60 MARKS]**

**NB: Choose any of the TWO case studies and answer the questions that follows.**

**Case study 1 – The rise and fall of Micro Mine Enterprises**

Read the following case study and then answer the questions below

When John Bulele was hired as the CEO, it was believed he came to rescue Micro Mine Enterprises from its downfall since he had all the necessary qualification that are needed for the success of the organisation. Besides his academic qualifications he had attended many workshops

and seminars on leadership, communication, supervisory and decision making to mention but a few. Mr Bulele was believed to be the messiah, he was a hard worker who always wanted to meet his targets and dead line. For the first four months Micro Mine Enterprises was doing well and its major competitors who were also in the textile industry such as External Bars Pty Ltd suffered great loss since Mr John Bulele joined Micro Mine Enterprises. In execution of his duties, Mr Bulele was making and taking decision alone and impose them to the employees without consultation, he was taking time to solve employees problems since he was more concerned with production or results rather than the employees. Mr Bulele was a leader who did not want meetings and discussion as he believed they are a waste of time in delivering was Micro Mine Enterprises is in existence for. His Deputies tried to show him the importance of collective work but to no avail. Micro Mine Enterprises was now back to its downfall and its competitors surpassed it since employees were now not willing to deliver up to the desired standards since their welfare, advices etc were not considered by the Enterprise.

- a) Micro Mine Enterprises was lacking a decision maker who is always consultative. From the case study, discuss the mistakes which Mr Bulele was doing in making decisions?  
**(10 marks)**
- b) Describe the four leadership styles and discuss the leadership style that is relevant to Mr Bulele and why?  
**(15 marks)**
- c) If you were hired as a HR Consultant by Micro Mine Enterprises what personality traits would you advice the enterprise to look for in order to have dynamic leader (s). List any five traits  
**(5 marks)**

### **Case study 2- Authority in the organisation**

Authority is the institutionalized and legal power inherent in a particular job, function, or position that is meant to enable its holder to successfully carry out his or her responsibilities. It refers to

the rights inherent in a managerial position to give orders and expect the orders to be obeyed. Authority enables the organisation to operate in a smooth and proper direction. Unskilled Managers tend to fail to give orders and delegate properly hence leading to poor performance of individual, groups and the organisation at large. This therefore calls for the right type of authority to be used in order to achieve the desired goals and objectives. Early management writers distinguished between two forms of authority, namely: line authority and staff authority. Line authority entitles a manager to direct the work of an employee. It is the employer- employee authority relationship that extends from the top of the organisation to the lowest, according to the chain of command. As organisations get larger and more complex, line managers find that they do not have the time, expertise or resources to get their job done effectively. In response, they create staff authority functions to support, assist and advise and generally reduce some of their informational burdens.

- a) State and explain other types of authority. **(15 marks)**
  
- b) Weber distinguished three types of authority. Name and explain the three types of authority **(6 marks)**
  
- c) State any four (4) of the basic elements of bureaucracy? **(8 marks)**
  
- d) What is authority? **(1 mark)**

### **Case study 3 - Are Leaders born or made**

One may ask a very simple question like where do leaders come from? Are they born or made? Many a lot of authors have shared their views as to whether leaders are born on made. In a nutshell, it is impossible to decide one way or the other without appreciating the fact that there must be integration of both parts before arriving at a conclusion. Most of the world's best leaders were born with certain highly developed characteristics, such as an extraordinary high level of ambition, a special instinct and a favourable charisma, e.g Nelson Mandela, Martin Luther King Jr, you name them. In addition, leaders share a group of common characteristics that have everything to do with personality and nothing to do with position. Even so, an individual cannot



anoint him/herself a leader, it's his/her qualities that tell that indeed this person is a true leader. True leadership tend to separate the doers from the observers and it tend to give direction to individual and organisation.

- a) Discuss the five things a leader creates. **(15 marks)**
  
- b) List the three things that leaders need to create trust. **(3 marks)**
  
- c) Bennis Warren identified four competencies displayed by leaders. State and briefly explain the four competencies displayed by leaders. **(8 marks)**
  
- d) State any two of some of the common ingredients/ components that leaders share. **(4 marks)**

**END OF PAPER**