



**PAN AFRICA CHRISTIAN UNIVERSITY  
SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY**

**END OF SEMESTER EXAMINATION FOR DIPLOMA IN  
LEADERSHIP AND MANAGEMENT**

**MAY-AUGUST 2018**

**CAMPUS: ROYSAMBU**  
**DEPARTMENT: LEADERSHIP**  
**COURSE CODE: DLM111**  
**COURSE TITLE: PROBLEM SOLVING**  
**EXAM DATE: FRIDAY 10<sup>TH</sup> AUGUST 2018**  
**TIME: 9.00AM-12.00PM**

**INSTRUCTIONS**

- Read the instructions and questions carefully before you write the answers.
- Write your **STUDENT NUMBER** in the Answer Booklet given
- Answer **ALL** questions in **section A** and **one** question from **section B**
- *Write clearly and legibly.*
- *ALL PAC University's examination rules and regulations apply*

## **Section A : COMPULSORY**

### **QUESTION ONE:**

- i. Explain the relationship between problem solving and decision making (2 marks)
- ii. State **two** benefits of studying problem solving and decision making. (2 marks)
- iii. Explain is the crucial role of problem diagnosis (2 marks)
- iv. Why is it crucial in finding the root cause of the problem (2 Marks)
- v. State one principle drawn from the iceberg concept in problem solving. (2 marks)

### **QUESTION TWO**

Leadership is process of guiding followers in a certain direction in pursuit of a vision, mission and goals .Leaders are required to possess many personal qualities and characteristics that influence their organizations decision making style. Discuss among these one:

- i. Accountability ( 2marks )
- ii. Risk tolerance (2marks)
- iii. Value orientation (2marks)
- iv. Ethical ( 2marks)
- v. Networking (2 marks)

### **QUESTION THREE**

Company XYZ has made little progress in its marketing department. The management has noted that sales have been going down every month. You have been identified as the person to assist in guiding the marketing team to identify the problems and guide in making the right decisions on the way forward using the six step model.

- 1) Describe the six-step problem solving model (6marks)
- 2) Explain the advantages of using this model (4marks)

**SECTION B : Answer only ONE question in this section**

**QUESTION FOUR**

An organization dealing with farming equipment has been doing very well in sales for the last five years in Central Region. The sales team has suggested to the head office for a new branch in one other region that has high sales potential. The management team is taking too long to make a choice of the best alternative. As a student from PAC University, you have been asked to assist the management to arrive at the right decision.

- i. Explain the **five** steps to be followed to identify effective alternatives for decision making **(10 marks)**

**QUESTION FIVE**

Many students have been trying to plan for their financial management but realize they are not effective. They have turned into borrowing from different financial systems like M-Mswari , Bank Loans, and Table banking etc. this has put them into a cycle of borrowing . The Business School has organized a forum to identify and address the problem. Discuss how to use the following concepts in the forum.

- i. Symptoms **( 3 marks )**
- ii. Diagnosis **(4 marks )**
- iii. Root Causes **( 3 marks )**

**QUESTION SIX**

There are several models used in problem solving in organizations. Describe the following models.

- 1) Goal setting process **(5 marks)**
  
- 2) Fishbone process **( 5marks)**