



PAN AFRICA CHRISTIAN UNIVERSITY
SCHOOL OF LEADERSHIP, BUSINESS & TECHNOLOGY
END OF SEMESTER EXAMINATION FOR DIPLOMA
IN LEADERSHIP
MAY-AUGUST 2019 SEMESTER

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP AND GOVERNANCE

COURSE CODE: DLM111

COURSE TITLE: PROBLEM SOLVING & DECISION MAKING

EXAM DATE: MONDAY 5th AUGUST 2019

DURATION: 2 HOURS

TIME: 2:00PM-4:00PM

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Write your **STUDENT NUMBER** in the Answer Booklet given
- *Write clearly and legibly.*
- This exam script consists of **Six (6)** questions.
- Answer **ALL questions** in **Section A** and ANY other **THREE** Questions from **Section B**
- *ALL PAC University's examination rules and regulations apply*

SECTION A: ANSWER ALL QUESTIONS IN THIS SECTION

- Q1.** a). Define the term “Decision making” (2 marks)
- b) Explain the relationship between “Decision making” and “Problem solving” (4 marks)
- c) Give **two** reasons for studying Problem Solving and Decision Making as a manager. (4 marks)

- Q. 2.** a). Name and Explain **two** types of problems encountered in the workplace (4 marks)
- b) Explain **two** factors that can influence decision making in an organization (4 Marks)
- c). Draw a principle from an iceberg concept in problem solving. (2 marks)

Q.3. The stakeholders of PAC Bookshop decided to replace the sales manager in the last annual general meeting since the bookshop had registered no profits for the last two years. The management noticed 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 problem and guide in making right decisions on the way forward.

- a) Use the SIX step model to arrive at a right decision. (6 Marks)
- b) Explain the advantages of using this model (4marks)

SECTION B: ANSWER ANY THREE QUESTION IN THIS SECTION.

Q.4. Leaders possess many personal qualities and characteristics that influence their organizations decision making style.

- a) Identify and explain any **two** of these characteristics. (4 marks)
- b) Explain **three common** attitudes managers have that can get in the way of effective problem solving (6 marks)

Q 5. a). Illustrate how the Fish bone model can help in finding the root cause of a problem in an organization (8 Marks)

- b). Explain the importance of goal setting in problem solving (2Marks)

Q6. “Kaizen” is a Japanese philosophy that believes “change is good”. In business settings, Kaizen is also a strategic tool that brings about continuous improvement.

- a) Explain **three** advantages of using Kaizen philosophy in problem solving in organization **(6 Marks)**
- b) A crucial part of making decisions as a leader is being able to take responsibility for the resulting consequences of during those decisions into actions. Explain why this is important. **(4 marks).**

Q7. a). To identify effective alternatives for decision making, a person must define the alternatives in the light of organisation goals. Explain why this important. **(2 marks)**

b). Identify four reasons why managers fail in their decision making **(4 marks)**

c). Approaches in decision making is critical in organizations. Explain Two reasons why this is important. **(4marks)**

Q 8. Problem solving and decision making is the process of finding solutions to difficult or complex issues. Managers in organizations will use different methods in trying to solve and make necessary decisions.

There are common attitudes that can get in the way of effective problem-solving skills.

Discuss by giving short illustrations in differentiating the five methods. **(10 marks)**