



PAN AFRICA CHRISTIAN UNIVERSITY

DIPLOMA IN LEADERSHIP MANAGEMENT

**END OF SEMESTER EXAMINATION MAY – AUGUST
2020**

DEPARTMENT: LEADERSHIP

COURSE CODE: DLM 111

CAMPUS: ROYSAMBU

COURSE TITLE: PROBLEM SOLVING AND DECISION MAKING

EXAM DATE: AUGUST 2021

DURATION: 2 HOURS

INSTRUCTIONS

- This exam script has TWO SECTIONS.
- Answer ALL Questions in SECTION A and ANY TWO Questions in SECTION B

(40 marks)

SECTION A – Answer All Questions

Question One

- a) State and explain **three** characteristics of creative thinkers in the 21st century
(6 marks)
- b) Explain the difference between productive and reproductive thinking
(4 marks)

Question Two

- a) Describe **any two** paradigm shifts that organizations have faced and continue to face in the past decade. Use any practical example to explain the above
(6 marks)
- b) State and explain **any two** strengths that a leader should have so as to develop creative thinking skills
(4 marks)

SECTION B – Answer Any Two Questions

Question Three

- a) With reference to practical examples, state and explain **five** stages of problem solving and decision making
(10 marks)

Question Four

- a) Bias usually represents the way we, as leaders, may perceive reality. Name and explain **four** biases that a leader may face in the evaluation of alternatives
(8 marks)
- b) Mention **two** factors that may influence the method used in evaluating alternatives
(2 marks)

Question Five

- a) In modern day organizational crises, state and explain **two** decision styles that can be applied for maximum output
(4 marks)
- b) State and explain **three** decisions that a leader is faced with making in an organizational setting
(6 marks)

Question Six

The force field analysis approach is often used in problem analysis.

- a) Mention **two** advantages and disadvantages of this approach to problem analysis
(4 marks)
- b) Explain the **three** steps that are necessary in achieving change towards a desired goal
(6 marks)

Question Seven

Creativity is usually encouraged when sourcing for alternatives in problem solving.

- a) Using practical examples, explain **any three** of the five stages to be followed while sourcing for alternatives
(6 marks)
- b) List the 4 guidelines to be used when defining your criteria in sourcing for alternatives
(4 marks)

END