



Botswana Open
University

DEGREE
June – December

IL212 Implementing Leadership and Change Management
Sessional Examination

BOTSWANA OPEN UNIVERSITY

**THE VIRTUAL UNIVERSITY FOR SMALL STATES OF THE
COMMONWEALTH
(VUSSC)**

Bachelor of Leadership and Change Management

Implementing Leadership and Change Management

IL212

Sessional Examination

Marks: 100

Time: 3 Hours

Instructions

1. This examination consists of **Three** sections: A, B, and C
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



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SECTION A – MULTIPLE CHOICE QUESTIONS

[10 MARKS]

Answer ALL questions. Each question carries ONE (1) mark.

Choose the best alternative answer

1. A long-term strategy for attaining a goal by linking the present with a better future for the organisation is called _____.
 - A. Attribution
 - B. Substitution
 - C. Vision
 - D. Transaction

2. Power is a function of _____.
 - A. Inheritance
 - B. Goal congruency
 - C. Dependence.
 - D. Realisation.

3. Which of the following is a differentiating factor between power and leadership?
 - A. Goal compatibility.
 - B. Influence.
 - C. Negative affect.
 - D. Ability.

4. _____ is a feature of power.
 - A. Use of positive styles over negative tactics.
 - B. Lack of dependence of followers.



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- C. Lack of control on behavior of followers.
 - D. Lack of goal compatibility between leaders and followers.
5. _____ power tactics are more effective when the audience is highly interested in the outcomes of a decision process.
- A. Personal appeals
 - B. Consultation
 - C. Pressure
 - D. Ingratiation
6. Mike Ford is a senior accountant at Coleman and Co., which is a financial management company. Mike has wanted to be on the board of representatives of this company for a long time but the company stipulates a minimum number of years an employee must work at the organization before he makes it to the board. Mike is unwilling to work two more years to reach that stipulated experience and so he found a way to transgress this rule. He met up with one of the existing board members who was having problems accounting for allocated funds that went missing and offered to settle that for him in his department provided he nominate Mike to the board. Which of the following power tactics is being used here?
- A. Pressure
 - B. Inspirational appeals
 - C. Exchange
 - D. Ingratiation



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7. _____ power tactics use warnings and threats and is typically the least effective of all the power tactics.
- A. Coalition.
 - B. Inspirational appeals.
 - C. Legitimacy.
 - D. Pressure.
8. Which of the following best describes democratic leadership?
- A. The leadership functions are shared with members of the group.
 - B. The focus of the power is with the leader.
 - C. The leader consciously makes a decision to pass the focus of power to members.
 - D. The manager alone exercises decision making and authority for determining policy.
9. The leader's behaviour that is influenced by the forces in a situation include _____.
- A. Interest in the problem and feelings as to its importance
 - B. The readiness to assume responsibility for decision-making
 - C. Type of Organisation
 - D. Necessary knowledge and experience to deal with the problem.



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10. In the last one week, May and Phyllis have been putting in extra hours at work so that the project assigned to them by their manager is completed well within time. Though the manager was due to assign two more people for this project, he had not done so. As a result, May and Phyllis, who have to do double their routine workload, went and complained to the division manager. May was promptly suspended from work for complaining about her immediate supervisor. This represents the operation of _____ power.

- A. Legitimate
- B. Referent
- C. Coercive
- D. Expert

SECTION B- SHORT ANSWERS QUESTIONS

[30 MARKS]

Answer ALL questions from this section.

1. Explain a situation which requires the use of indirection tactic. **(4 marks)**
2. Demonstrate how forces in the manager are likely to determine the leadership style. **(6 marks)**
3. Distinguish between change management and change leadership. **(4 marks)**
4. Contrast between task –oriented and person oriented leadership behaviours. **(2 marks)**



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5. Suppose an organisation is in the process of implementing change and allocate role to different players. Distinguish between the two roles of sponsor and project manager. **(4 marks)**
6. Briefly discuss the six components of the master plan during the implementation of a major change. **(6 marks)**
7. Distinguish between planned and emergent change. **(4 marks)**

SECTION D ESSAY TYPE QUESTIONS

[60 MARKS]

Answer any THREE questions in this section.

Question 1

(20 marks)

There are different types of personalities within organisations to be persuaded by leaders when introducing change. With the aid of examples, critically discuss how a leader can influence the three types of personalities as posited by Cialdini and Robert (1994).

Question 2

(20 marks)

Discuss the three key activities involved in planned organisational change implementation.

Question 3

(20 marks)

The motivation to change may come internally as a result of recurring breakdowns in an organisation, or from forces outside an organisation such as customers, competitors, or suppliers. Demonstrate how Masee's (2010) ten do's and don'ts aid as effective approaches for successful change implementation.



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Question 4

(20 marks)

Critically discuss how Prosci Resistance Checklist can be used as an audit tool to manage a recently introduced change in your organisation.