



Botswana Open
University

Degree
January - June

Sessional Examination
LO 222 Leadership In Organisations

BOTSWANA OPEN UNIVERSITY

In collaboration with

ZIMBABWE OPEN UNIVERSITY

BACHELOR OF COMMERCE

(HUMAN RESOURCE MANAGEMENT & INDUSTRIAL RELATION)

LEADERSHIP IN ORGANISATIONS

LO 222

EXAMINATION

Time:3 Hrs

Marks: 100

Instructions to candidates:

1. The 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 QUESTION

(10 marks)

Answer all questions. Each question carries 1 mark.

Choose the best answer from the alternative given

1. The leader as a designer is responsible for _____.
 - A. Influencing the activities of an organised group in efforts towards goal-setting and goal achievement.
 - B. Involves creating an environment where people are able to function effectively.
 - C. Motivating, coaching and developing subordinates.
 - D. Cluttering up leaders with methods and procedures for effective management of organisations and people.

2. Culture springs from _____.
 - A. Leader, Supervisor, Boss
 - B. Vision, Mission and Values
 - C. Manager
 - D. Boss Beliefs, values.
 - E. Beliefs, values, and assumptions of founders

3. A _____ is a person who exercises the daily management functions of planning, leading, organising and controlling as a result of a formal position of authority held in the organisation.
 - A. Leader
 - B. Supervisor
 - C. Manager
 - D. Boss



4. _____ are examples of Internal Forces for change.
- A. Inflation, Recession
 - B. Social and Political Pressures
 - C. Technology, Environment
 - D. Human Resource Problems, Management
5. Organisational culture manifests itself in various forms such as _____.
- A. Objects (shared things); talk (shared sayings); behaviour (shared doings); emotions (shared feelings).
 - B. Profits, Customers, Stakeholders
 - C. Management and Politics
 - D. Mission, Vision and Values
6. Change can move from one area to as shown below _____.
- A. Radically Innovative and Adaptive,
 - B. Innovative, Adaptive, Radically Innovative
 - C. Adaptive, Innovative, Radically Innovative
 - D. Innovative, Radically Innovative, Adaptive
7. _____ is one of the strategies for overcoming change.
- A. Learning experiences of group members.
 - B. Education and Communication.
 - C. Lack of vision.
 - D. Beliefs and values.



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8. _____ is something that a person has over another person to an extent that he/she can control him/her?
- A. Salary
 - B. Management
 - C. Power.
 - D. Promotion
9. Reasons why change strategies often fail include the following apart from _____.
- A. Low sense of urgency for change.
 - B. Guiding coalition responsible for the change.
 - C. Lack of vision to guide the process.
 - D. Lack of communication of the vision.
10. The old Psychological contract was mainly for _____.
- A. Security for loyalty
 - B. Goals
 - C. Behaviours
 - D. Targets



SECTION B: TRUE OR FALSE QUESTIONS

(15

marks) Answer all questions. Each question carries 1 mark.

State whether each of the following is True or False.

1. Power and influence are central to organisations and interactions of all people.
2. Managers often have resource power to the extent that they can give subordinates wage increases and promotions.
3. Leadership is an interpersonal process through which a leader directs the activities of individuals or groups towards the purposeful pursuance of given objectives within a particular situation by means of communication.
4. The leader exists only to serve his followers; they grant him their allegiance in response to punishments.
5. Position Power gives the occupant potential control over some invisible assets such as information, right of access and right to organise.
6. Persuasion is the method that relies supposedly on logic, the power of argument, and the evidence of the facts.
7. Ineffective organizational leaders have learnt how to identify informal leaders particularly when they want to use them in bringing about corporate change.
8. Magnetism is the invisible but felt pull of a stronger force, and is the application of personal power.
9. Organisational culture manifests itself in various forms; objects (shared things); talk (shared sayings); behavior (shared doings); emotions (shared feelings).
10. Politics mainly deals with structure but not power.
11. Expert on leadership and change, highlighted that low sense of urgency for change, is not one of the reasons change strategies often fail.
12. Many people in organisations today are in a state of powerlessness. This is not because of any deficiencies they have, but primarily to do with the organisational structure.



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13. Ingratiating tactics are seeking to get you in a good mood or to think favourably of the influence agent before asking you to do something.
14. For motivation to be high, expectancy, instrumentalities, and total valence of all outcomes are not necessary.
15. Organisations are composed of coalitions which compete with one another for resources and influence.



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SECTION C: SHORT ANSWER QUESTIONS

(25 marks)

Answer all questions in this section.

QUESTION 1

Distinguish between the following:

- a) Management and Leadership **(5 marks)**
- b) Formal and Informal Leadership **(5 marks)**
- c) Power and Influence **(5 marks)**

QUESTION 2

- a) Give five benefits of technology in organisations . **(5 marks)**
- b) Mention any five challenges that technology can bring in organisation. **(5 marks)**



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SECTION D: ESSAY TYPE QUESTIONS

[50 MARKS]

There are three questions in this section. Answer any TWO questions.

QUESTION 1

(25 marks)

Read the following passage and answer questions accordingly

Leadership Faces Global Challenge

By Tom Loftus

Good morning. Amazon.com Inc. may have dropped plans to build a campus in New York, but many tech industry leaders say the city is on track to become a go-to innovation source for businesses world-wide in the next few years. KPMG LLP says more than half of tech executives recently surveyed maintain that Silicon Valley will cease to dominate global tech innovation within the next four years. New York, Boston, Beijing, London and other cities are poised to continue their development as tech powerhouses, CIO Journal's Angus Loten reports.

The rapid adoption of digital technology makes it easier to locate tech workers in a wider range of locations, corporate IT leaders say. "Geography is less important in an always-on, constantly connected world," Jack Clare, chief information and strategy officer at Canton, Mass.-based Dunkin' Brands Group Inc., told CIO Journal. "For most digital and technology roles, our teams could be based on the moon and be just as effective."

Talent evenly distributed. "The debate around which city has better 'technical chops' than the others is no longer relevant. They're all rich with talent," said Vince Campisi, chief digital officer at United Technologies Corp. Based in Farmington, Conn., UTC two years ago launched a 67,000-square-foot digital accelerator in Brooklyn. There, employees were asked to scale its digital and data analytics capabilities. That included developing predictive maintenance applications for jet engines and more.



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- a) Explain why is innovation necessary in companies. **(5 marks)**

- b) Jack Clare, Chief Information Officer; declared that “Geography is less important in an always-on, constantly connected world. Fully explain this statement. **(5 marks)**
- c) Mention any five Internal forces for change **(5 marks)**

- d) Discuss career functions of mentoring **(10 marks)**

QUESTION 2

(25 marks)



Read the following and answer questions accordingly.

Handy (1993) outlines a number of possible sources of power which give one the ability to influence others. Managers and Leaders need a source of influence in order to be able to control employees with any form of power at his/her disposal. Therefore, sources of power allows people to use one or more methods of influence.

- a) Explain departmental power **(5 marks)**

- b) Discuss overt methods of influence. **(20 marks)**

QUESTION 3 (25 marks)

Read the following and answer questions accordingly.

Effective communication involves dialogue, which literally speaks of shared meaning (dialogue). Very often when people think they are communicating, they are not sharing meaning. It is therefore important that in communicating you are continuously making that your hearers share the same meaning as your own. Poor communication styles often display deeper problematic issues.

Evaluate the steps to effective Communication **(25 Marks)**

END OF EXAMINATION