

**BOTSWANA COLLEGE OF DISTANCE**  
**AND OPEN LEARNING**

**Bachelor of Business Administration- Leadership and Change**  
**Management**

**Leadership, Change Management, and Entrepreneurship: Evolving**  
**Notions**

**LC 211**

**Sessional Examination**

**Marks: 100**

**3 Hours**

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**Instructions**

1. This examination consists of Two sections: A and B
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 Short Answer Questions**

**[50 marks]**

**Answer all questions in this section**

1. Define organisational upheaval, and explain any two examples of events (within an organisation), which could destabilise an organisation. **(5 marks)**
2. What is the distinction between strategic change and innovative change? **(5 marks)**
3. Explain the meaning of intellectual stimulation and individualised consideration as components of transformational leadership. **(5 marks)**
4. What do you understand by: The leader is a designer? Support with a typical example from an organisation. **(5 marks)**
5. In your own words, briefly summarise the Theory of High Achievement by McClelland. **(5marks)**
6. Interpret the meaning of: “Desirability of forming a new venture”, and support your interpretation with organisational examples. **(5 marks)**
7. What distinguishes evolutionary innovations from revolutionary innovations? Support with one example for each. **(5 marks)**
8. List any five principles of change management as proposed by Stanley (2006). **(5 marks)**
9. Interpret each of the three elements of Lewin’s Change Management Model. **(5 marks)**
10. Demonstrate the relationship between language and conflict in an organisation. **(5 marks)**

**Section B (Essay-type Questions)**

**[50 marks]**

**Answer any TWO Questions from this Section**

**QUESTION 1**

**(25 marks)**

Six theories of entrepreneurship have been discussed in your study module.

a. Explain Dynamic Entrepreneurship Innovation Theory by Schumpeter (1949).

**(10 marks)**

b. Illustrate the application value of the theory in the leadership and change management of your organisation.

**(15 marks)**

**QUESTION 2**

**(25 marks)**

Compare and contrast the functions of an organisational leader and a manager within an organisation. Support your view with typical examples from an organisation you are familiar with.

**(25 marks)**

**QUESTION 3**

**(25 marks)**

Innovation refers to an idea or practice that is perceived as new.

i. Outline and explain the sources of innovation.

**(10 marks)**

ii. By referring to organisational practices, critically examine why innovations fail.

**(15 marks)**

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**End of Examination**

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