

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

**BACHELOR OF BUSINESS ADMINISTRATION-LEADERSHIP AND
CHANGE MANAGEMENT**

**Assessment and Evaluation of Leadership and Change Management
Initiatives**

AE 222

SESSIONAL EXAMINATION

Marks – 100

Time Allowed: 3 hours

Instructions:

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

[25 MARKS]

MULTIPLE CHOICE QUESTIONS

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

Choose the best answer from the alternatives given.

1. Which of the following is not a practice essential to effective leadership as asserted by Posner (1998)
 - A. Maintain the status quo
 - B. Inspire a shared vision
 - C. Enable others to act
 - D. Model the way, and
 - E. Encourage the heart

2. Which of the following best describes supportive leadership as a component of leader's behaviour?
 - A. The leader allows subordinates to influence the decisions of their superiors and can result in increased motivation.
 - B. The leader gives subordinates rather specific guidance and clarifies what is expected of them.
 - C. The leader gives consideration to the needs of subordinates and shows a concern for their well being.
 - D. It involves setting challenging goals, seeking improvements of performance and having confidence that subordinates will achieve high goals.
 - E. This includes aspects of planning, organising, co-ordinating, and controlling by the leader.

3. Setting challenging goals and seeking improvements of performance is a behavioural component of:



- A. Supportive leadership
 - B. Participative leadership
 - C. Instrumental leadership
 - D. Achievement oriented leadership
 - E. Democratic leadership
4. Assessment of leadership should address the following except:
- A. Purpose
 - B. Size of business
 - C. Practice
 - D. Uses
 - E. Likely contribution
5. High quality assessments exhibits a number of traits including;
- A. They are inconsistently applied and tested for fairness
 - B. They are seen as just a “tool” or an isolated event
 - C. They provide feedback on what matters most
 - D. They measure grievances in an organisation
 - E. They are based on the evidence from few sources
6. Which one of the following questions is not important in addressing fairness, reliability and relevance to learning when conducting leadership assessment?
- A. First and foremost, is what you are measuring clearly related to the desired learning outcomes of the organisation?
 - B. Would others come to the same conclusions if they evaluated the same leader?
 - C. Does the assessment have “reach” and applicability to a wide variety of organisations, especially those with similar contexts?
 - D. How can you be sure that the assessment measure is related to the desired actions?
 - E. Are you measuring the attractive attributes?
7. What are the benefits of having assessments with proven, tested validity and reliability
- A. Use of the same assessment topics and observations for all leaders who are assessed.



- B. Use of different assessment topics and observations over different years when leaders are assessed
- C. Relevance to the most important challenges facing the particular organisation.
- D. All of the above
- E. Answer A and C
8. How can assessment on how new skills, attitudes and perceptions are being deepened and applied over time?
- A. Interviews
- B. Questionnaires
- C. Longitudinal evaluations
- D. Surveys
- E. Leadership programme evaluations
9. Important sources of information about changes in leadership behaviour are:
- A. Peers
- B. Supervisors
- C. Direct Reports
- D. Co- workers
- E. All of the above
10. The key to the Fiedler contingency model of leadership is to match _____.
- A. Leader and follower
- B. Leader and leadership style
- C. Leadership style and follower
- D. Leadership style and situation
- E. None of the above
11. The _____ dimension reflects the degree of trust and respect subordinates had for their



Initiatives

leader in Fiedler's model

- A. Leader-member relations
- B. Position power
- C. Task structure
- D. Effectiveness
- E. Reward power

12. In the situational leadership theory (SLT), readiness is defined as _____ to perform a task.

- A. The ability
- B. The willingness
- C. Both the ability and willingness
- D. The motivation one has
- E. Strength

13. _____ is defined in situational leadership theory (SLT) as a high task, low relationship leadership role.

- A. Telling
- B. Selling
- C. Participating
- D. Delegating
- E. Collaborating

14. In Path-Goal theory, the emphasis is on the relationship between leadership style and the characteristics of both the subordinates and the work setting. The underlying assumption is that subordinate motivation would be greater if:

- A. Thought themselves incapable of doing their work
- B. Believed that a certain outcome would result from their effort
- C. Regarded the payoffs as not worthwhile
- D. They are dependent on the traits of the leader



- E. They are consistent from task to task
15. The Multifactor Leadership Questionnaire developed by Bruce Avolio measures the following except:
- A. Idealized influence
 - B. Inspirational motivation
 - C. Exchanging rewards
 - D. Intellectual stimulation
 - E. Individualized consideration



SECTION B -

[10 MARKS]

TRUE /FALSE QUESTIONS

Answer All Questions in this Section

State whether each of the Following is True or False

1. A goal of efficiency is to minimize output costs while maximizing input costs.
2. Effectiveness refers to the attainment of the organization's goals.
3. Team leadership is becoming less important in today's world because teams don't need leaders.
4. A common myth is that organizations can be too big to fail.
5. The "calm waters" metaphor imagines the organization as a large ship crossing a calm sea.
6. A transactional leadership style is not related to a transformational style.
7. Managers who are effective at meeting organizational goals always act efficiently.
8. Increasingly, organisations concerned with the need to build internal leadership capacity, are moving towards the notion that it is not so much about a what leader does but rather a process that engenders leadership behaviours in others.
9. Leadership identifies a process while leader identifies a person.
10. Trait theories of leadership focus on how leaders interact with their followers.
11. The purpose of leadership assessment shows who participates in the assessment and how.
12. Engaging the followers' higher needs, 'transformational' leaders move followers beyond their self-interest, and towards working for the greater good.
13. Laissez-faire style of leadership is deemed to be most ineffective.



14. House's Path Goal Theory of leadership assumes that subordinate motivation would be greater if they thought themselves capable of doing their work.
15. The underlying assumption of the HPMC Model is that Entry Level Competencies must all be present, and include the specialised and technical functions needed to manage including planning, organising, controlling, developing and interacting and the specific knowledge on how the organisation wants these basic competencies performed.



SECTION C

[20 MARKS]

SHORT ANSWER QUESTIONS

Answer ALL questions in this Section

1. Describe four-stage charismatic model as postulated by Conger and Kanungo (Conger, 1988). **(4 marks)**
2. What are the merits of the Effectiveness Leadership Model? **(5 marks)**
3. With the aid of examples discuss the benefits of peer buddies and mentors in a rotational programme? **(3 marks)**
4. In terms of perspectives on effectiveness in the literature, four categories can be identified, discuss them. **(4 marks)**
5. Why is it important to identify organizational strengths and weaknesses when synthesising performance data with values. **(4 marks)**



SECTION D -ESSAY-TYPE QUESTIONS

[50 MARKS]

Answer any two questions from this section

QUESTION 1

(25 Marks)

Transformational leaders systematically assess and evaluate change initiatives through the four distinct stages namely: visioning, planning, implementing, and reviewing. Present an argument showing how your organisations apply requisite skills and competencies in each stage. **(25 marks)**

QUESTION 2

(25 Marks)

Researchers have discussed a number of leadership assessment models including Trait Approach. Briefly explain its characteristics, and justify its relevance to assessment of evaluation initiatives in your organization **(25 marks)**

QUESTION 3

(25 Marks)

The responsibilities involved in managing the programme administration are fairly comprehensive and cover the following areas: budgets, recruiting, assignment management and performance management. Using a case of your organisation discuss how the above four areas are applied in programme administration. **(25 marks)**

END OF EXAMINATION.