

BOTSWANA COLLEGE OF DISTANCE
AND OPEN LEARNING

Bachelor of Business Administration-Leadership and Change
Management

IMPLEMENTING LEADERSHIP AND CHANGE MANAGEMENT
IL212

Special Examination

Marks: 100

3 HOURS

Instructions

1. This 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 QUESTIONS

[10 marks]

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

Choose the best alternative answer

1. At the PR firm where Gerald works, everyone considers him to be very good with his work and depends heavily on his knowledge to help the organisation to solve its problems. Gerald is often seen teaching interns a simpler way to present an article, helping project managers with scheduling, and even the CEO often asks him for his opinion on important matter because of his experience and skill. Gerald's specialised knowledge depicts his _____.
 - A. legitimate power
 - B. coercive power
 - C. referent power
 - D. expert power
 - E. reward power

2. Which of the following is true with regard to bases of power?
 - A. The personal sources of power are most effective for increasing employee performance and satisfaction.
 - B. Reward power is the most common and broad type of power seen in operation in organisations.
 - C. Coercive power involves an identification with and imitation of the person in power.
 - D. Legitimate power is used by companies when they hire celebrities to promote their products.
 - E. Expert and referent power are the two major types of formal power.

3. Joanna Mills has recently been promoted to the position of a project manager at Palmer Inc., a software development firm. As a project manager, she now has the authority to delegate work, provide supervision and feedback, and monitor employee performance. Ever since her promotion, she has been preparing herself to guide her subordinates in different project activities. However, she feels that the employees do not proactively approach her for help. Which of the following, if true, would best explain this situation?
- A. Joanna has several years of experience in working on software programs.
 - B. Employees identify with Joanna because she successfully rose from the position of a programmer to that of a manager.
 - C. The company follows a 360-degree performance evaluation system.
 - D. The managers who promoted her believed that her approachable nature will be a key factor in improving team performance.
 - E. The sole criterion for Joanna's promotion was her effectiveness in meeting individual targets.
4. Which of the following power tactics is more effective when the audience is highly interested in the outcomes of a decision process?
- A. personal appeals
 - B. pressure
 - C. exchange
 - D. ingratiation
 - E. consultation
5. _____ personalities take pride in out-manoeuvring and out-thinking the competition.
- A. Followers
 - B. Controllers
 - C. Charismatics
 - D. Skeptics
 - E. Answer B and D
6. _____ is a restraining force in a change programme.
- A. Poor working conditions
 - B. Lack of skills
 - C. Insufficient resources
 - D. All of the above
 - E. Paying more money for more work



7. _____ is the only tactic effective across organisational levels.
- A. Ingratiation
 - B. Inspirational appeal
 - C. Pressure
 - D. Legitimacy
 - E. Rational persuasion
8. The leader's behaviour is influenced by the forces in the subordinate and they include all of the following except _____.
- A. Interest in the problem and feelings as to its importance.
 - B. Necessary knowledge and experience to deal with the problem.
 - C. Understanding and identification with the goals of the organisation.
 - D. Type of organisation.
 - E. The readiness to assume responsibility for decision-making.
9. Which of the following best describes laissez-faire leadership?
- A. There is greater interaction within 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.
 - E. The group members have a little say in decision-making.
10. _____ tactic is most suitable when a new company or organisation is formed.
- A. Persuasion tactics.
 - B. Involvement tactics.
 - C. Negotiation.
 - D. Indirection.
 - E. Enlistment.

SECTION B TRUE OR FALSE

[10 marks]

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

State whether each of the following statements is TRUE or FALSE.

1. Research revealed that most often change and innovation fails because the new strategies or goals are inappropriate and organisations are unable to successfully implement them.
2. Performance improvements will be greater in units in which members agree with the nature of the new strategy than in units in which members do not.
3. It is given that a leader who supports change will always gain support from his/her followers.
4. The nature and size of the social aspect of the change determine the presence or absence of resistance more than the technical aspect of the change.
5. While the role of direct supervisors is often emphasised during the initiation of change, senior management play an important role during the implementation of change.
6. Making a change for the purpose of shaking things up makes it easier to get acceptance of necessary changes.
7. When the organisational units are formed, the biggest question is how the work should be divided. This requires persuasion tactics.
8. Effectiveness at task-oriented behaviours relies on the ability to show consideration for others as well as to take into account one's own and others' emotions.
9. It is unlikely that if managers do not support a strategy because it runs counter to their interests, they may delay implementing it or even sabotage the success of the new efforts.
10. Expression of a lot of pseudo logical reasons why the change will not work is a form of resistance to change.

SECTION C SHORT ANSWERS QUESTIONS

[20 marks]

Answer all questions from this section.

1. Zander (1950) suggested six primary reasons for resistance to surface, outline them. **(6 marks)**
2. With the aid of examples explain how lean manufacturing has brought about change in organisations? **(3 marks)**
3. Give three main principles of the force field theory? **(3 marks)**
4. Kenter (2012) posted a number of reasons why people resist change. Discuss any four reasons why people resist change. **(8 marks)**



SECTION D ESSAY TYPE QUESTIONS

[60 marks]

There are four questions in this section. Question 1 is compulsory. Answer any two questions from questions 2,3 and 4.

Question 1

(20 marks)

Read the case below and answer questions that follow.

Case study: Xiang Auto Mobile Company

Xiang Auto Mobile company deals with Japanese used cars. Currently they have employed about 100 employees. In the past two years, Xiang Auto Mobile Company has been experiencing a significant decline in their sales due to new competitors and some external forces. The leadership decided to cut costs across board as a way of keeping the company afloat. Employees were faced with retrenchment and the Union stepped up its campaign against the change.

Required:

Prepare a report advising management on how to plan resistance to the proposed change.

Question 2

(20 marks)

Leaders need to create a master plan for the implementation of a major change, discuss issues to be addressed and demonstrate their contribution to effective implementation of change.

Question 3

(20 marks)

With reference to Marsee's (2002) 10 steps to successful change implementation, make a recommendation to your organisation on how to implement a current change facing them successfully.

Question 4

(20 marks)

To implement planned organisational change projects, leaders undertake specific activities, and mistakes in the execution of any of these activities or efforts to bypass some of them are detrimental to the progress of change (Armenakis & Bedeian, 1999). A model that emphasises the three key activities involved in planned organisational change implementation outlines them as follows: communicating, mobilising, and evaluating. Using an organisation of your choice, discuss how you would use the named activities to implement planned change.