



BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

**Bachelor of Business Administration
(Leadership and Change Management)**

**Leadership and Change Management
LC221**

Sessional Examination

Marks: 100

Time: 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- MULTIPLE CHOICE QUESTIONS

[10 MARKS]

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

Choose the best alternative.

1. In leadership trait theory, what is a trait?
 - A. A list of the things that make leaders different to everyone else.
 - B. A list of the key things that a leader should do to be great.
 - C. The list of key behaviours a leader exhibits.
 - D. A list of key characteristics that makes a leader great.

2. What is Skinner's A-B-C of behaviorism?
 - A. Antecedents-behaviour-consequences.
 - B. Attitude-behaviour-conclusions.
 - C. Aptitude-behaviour-consequences.
 - D. Antecedents-behaviour-conditioning.

3. Hersey and Blanchard's Situational Model holds that_____.
 - A. the most effective leadership style varies with maturity of the subordinates.
 - B. leadership is hereditary.
 - C. there is no leader who is greedy.
 - D. none of the above.



4. The path- goal model was developed by _____.
 - A. Martin Evans and Robert House.
 - B. Yellow and Vroom.
 - C. Hertzberg.
 - D. Aldofer.

5. A process of allowing employees greater freedom over their work and responsibility for decision-making is known as _____.
 - A. press freedom.
 - B. empowerment.
 - C. freedom of association.
 - D. none of the above.

6. Stages of Intentional change include Ideal self , Real self, Gaps and plan ,Experimentation and _____.
 - A. Support.
 - B. Motivation.
 - C. Confidence.
 - D. All of the above.

7. Classical management theory puts emphasis on _____.
 - A. structure.
 - B. personnel.
 - C. skills.
 - D. all of the above.

8. One of the critical values of the social change model is _____.
 - A. congruence.
 - B. motivation.
 - C. discipline.
 - D. perseverance.



BOCODOL

DEGREE
July – December

Sessional Examination

LC221 Leadership and Change Management Styles

9. Some research seems to indicate that individuals who are highly flexible in adjusting their behaviour in response to different situations possess the characteristic of _____.
- A. guaranteed success.
 - B. dominance and power.
 - C. high self- monitors.
 - D. dominance.
10. Which change model explicitly promotes the values of equity, social justice, self-knowledge, personal empowerment, collaboration, citizenship, and service?
- A. 8 step model
 - B. Social model
 - C. Motivation Model
 - D. None of the above

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. Leadership is about influence.
2. Leaders do not need any skill; they need a degree in leadership.
3. Style is not always important in leadership.
4. EQ is important for managers at a hospital.
5. Consistency is important in leadership.
6. Models of change attempt to help leaders and managers understand change and guide their organizations through the process.
7. Almost always, organisations seek what they call “traceable references” in search of their previous achievements and what they intend to achieve.
8. According to Situational Leadership, the appropriate style does not depend on the combinations of “willingness and ability” in a group.
9. Delegating is important in Style Leadership.
10. A leader will choose to be a delegator when the group members are both willing and able to take responsibility for directing their own behaviour.

SECTION C- SHORT ANSWERS

[30 MARKS]

Answer ALL questions from this section.

1. Describe the two things that are needed to establish a motivational base. (4 marks)
2. Differentiate between Theory and Style? (4 marks)
3. What is an Adaptive Leadership Style? (2 marks)
4. List and explain two (2) primary elements of Visionary Leadership? (6 marks)
5. Identify four key processes that are needed to facilitate significant organisational change. (4 marks)
6. Outline any four (4) skills set for a Connective Leadership Style. (4 marks)
7. Compare the Democratic Leadership Style and the Authoritarian Leadership Style (6 marks)



SECTION D- ESSAY TYPE QUESTIONS

[50 MARKS]

Answer any TWO questions from this section.

QUESTION 1

[25 MARKS]

“Having a great idea, and assembling a team to bring it to life is the first step in creating a successful business venture. While finding a new and unique idea is rare enough; the ability to successfully execute this idea is what separates dreamers from entrepreneurs”.

Identify and evaluate the key qualities that every good leader should possess. **(25 marks)**

QUESTION 2

[25 MARKS]

Discuss Emotional Intelligence and justify its application in Leadership. **(25 marks)**

QUESTION 3

[25 MARKS]

Explain how each of the following theories relates to Change Modes and Leadership. **(25 marks)**

- Classical Management Theory
- Human Relations Theory
- Neo-Human Relations Theory
- System Theory

END OF EXAMINATION