

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

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

**Leadership and Change Management
LC221**

Special 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. Because leading is one of the four basic managerial functions, _____ leaders.
 - A. all managers are
 - B. all managers should be
 - C. some managers are
 - D. some managers should be

2. Early Leadership trait research looked to find characteristics that might _____.
 - A. distinguish ordinary leaders from great leaders.
 - B. define charisma.
 - C. identify the physical traits of leaders.
 - D. differentiate leaders from non-leaders.

3. If a trait theory of leadership were true, then all leaders would possess _____.
 - A. charisma.
 - B. the same traits.
 - C. different traits.
 - D. seven traits.



4. The most successful early trait theories focused on _____.
- A. traits of famous leaders.
 - B. traits of followers.
 - C. traits associated with leadership.
 - D. traits with distinguish leaders from non-leaders.
5. Trait theory helps explain why _____.
- A. some people are leaders.
 - B. some people are not leaders.
 - C. successful leaders are effective.
 - D. leadership involves extraversion.
6. Which of the following was a focus for Behavioural theories?
- A. who are effective leaders.
 - B. what characteristics effective leaders had.
 - C. how to identify effective leaders.
 - D. what effective leaders did.



7. Jared's boss encourages employees to participate in the decision-making process but does not give them complete freedom to do as they like. Which of the following best describes her leadership style?
- A. Monarchical.
 - B. Autocratic.
 - C. Laissez-faire.
 - D. Democratic.
8. A democratic consultative leader _____.
- A. seeks input and shares the final decision.
 - B. makes the final decision without input.
 - C. seeks input but makes the final decision by oneself.
 - D. shares the final decision without input.
9. A democratic participative leader _____.
- A. seeks input and shares the final decision.
 - B. shares the final decision without input.
 - C. makes the final decision without input.
 - D. seeks input but makes the final decision by oneself.



10. Tannenbaum and Schmidt's continuum studies suggested that managers should move toward _____ leadership styles.

- A. manager-centred
- B. task centred
- C. employee centred
- D. quality centred

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 trait theory represents an effort to identify a set of psychological traits that all successful leaders possess.
2. Possessing skills in change management has been linked to bringing about successful organizational change.
3. Leadership involves the leader influencing and motivating the followers.
4. Subordinates are visionaries and goal-getters.
5. Leadership is about beating the competitors and scoring high marks.
6. Effective leadership is based on, collective action, shared power, and a passionate commitment to social justice
7. Models of change attempt to help leaders and managers understand change and guide their organizations through the process.
8. Unfreeze, movement refreeze are components of Darwins change model.
9. Intentional Change does not enable individuals to develop resonant leadership and emotional and social intelligence capabilities.
10. The process of motivation involves choosing between alternative forms of action in order to achieve some desired end or goal.



SECTION C- SHORT ANSWERS

[30 MARKS]

Answer ALL questions from this section.

1. State any three (3) qualities of a Leader. **(3 marks)**
2. Relate Emotional Intelligence with Leadership. **(6 marks)**
3. Identify the attributes used to build EQ. **(4 marks)**
4. Explain the significance of a vision **(4 marks)**
5. State and explain any three (3) EQ domains you would expect your HR manager to consider in dealing with the organization's employees. **(6 marks)**
6. Briefly discuss the role of "skill" in a Leadership Style **(5 marks)**
7. Describe the importance of consistency in a Leadership Style **(2 marks)**



DEGREE
July – December

Special Examination
LC221 Leadership and Change Management Styles

SECTION D- ESSAY TYPE QUESTIONS

[50 MARKS]

Answer any TWO questions from this section.

QUESTION 1

[25 MARKS]

Illustrate with examples, the four leadership styles that may be available to a leader in dealing with any change experience.

(25 marks)

QUESTION 2

[25 MARKS]

Discuss how authoritarian Leaders regard their followers, and the effects of their leadership on followers?

(25 marks)

QUESTION 3

[25 MARKS]

Analyze the Democratic Leadership style, and state its pros and cons?

(25 marks)

END OF EXAMINATION