

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

BBA Leadership and Change Management

Leadership and Change Management Styles

LC 221

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 legibly in grammatical English.

SECTION A - MULTIPLE CHOICE QUESTIONS

[25 MARKS]

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

Choose the best alternative answer.

1. Who defined Leadership as essentially about the projection of personality and character to get [others] to do what is required of them?
 - a) Kenneth Boulding
 - b) Komives and Dugan 2010
 - c) (UK) Doctrine for Joint and Multinational Operations (1999)
 - d) Febraro 2008,

2. The contemporary position of leadership is_____
 - a) That leaders are born
 - b) A skill that develops through self-introspection, education, training & experience
 - c) That it is to do with directing and mentoring
 - d) That it is to do with coaching and guidance

3. Some of the aspects of good leaders are_____.
 - a) Continually working and studying to improve their leadership skills
 - b) Those that prioritize the organisation vision statement
 - c) Always make decisions and then consult their employees
 - d) Want their personality impacts on the organisational success

4. Moral Leadership concerns _____
- a) Success
 - b) Employees
 - c) Values
 - d) Imitativeness
5. According to _____ “Emotional intelligence involves a combination of competences which allow a person to be aware of, to understand, and to be in control and success of others”
- a) Burns
 - b) James McGregor
 - c) McPheat
 - d) Vijayasree
6. Emotional self-awareness, assertiveness, self-regard, self-actualization and independence belong to which of Grayson’s (2007) work domains?
- a) Interpersonal domain
 - b) Intrapersonal domain
 - c) Adaptability
 - d) Stress management
7. The ability to identify and define problems as well as to generate and implement potentially effective solutions is known as _____.
- a) Flexibility
 - b) Reality testing
 - c) Problem solving
 - d) Stress tolerance

8. What is that which affects employee mental health, employee relationship, employee physical health and employee performance at work?
- a) Organisation performance and employer-employee relationship
 - b) Relationship management
 - c) Change management
 - d) Emotional intelligence
9. According to Goleman (1998:3) in Chapman (2001), “For leadership positions emotional Intelligence competencies account for up to ____% of what sets outstanding managers apart from the average.”
- a) 65%
 - b) 75%
 - c) 85%
 - d) 95%
10. The Emotional Intelligence (EQ) Domains include:
- a) Problem-solving, Reality, Focused
 - b) Empathy, Relationship, Leadership
 - c) Intrapersonal, Interpersonal, adaptability
 - d) Leadership, Emotional intelligence, Intrapersonal

11. An approach to transitioning individuals, teams and organisation to desired future state is called what?
- a) Change management
 - b) Transformation management
 - c) Visionary management
 - d) Futuristic management

12. When planning for change a leader should understand and heed the five key principles that need to be kept in mind which of the two are some of the principles?

- a) Different people react differently to change
- b) Everyone has fundamental needs that have to be met
- c) A only
- d) Both A and B

13. Change is an inherent characteristic of any organisation and whether it is preferable or not, all organisations in all productive sectors have to _____.

- a) Follow the tide, should not react to the tide, or stop the tide.
- b) Follow the tide, divert the course of the tide, or stop the tide.
- a) Follow the tide, stop the tide, or speed up the tide.
- a) Follow the tide, ask the leader of the tide, or stop the tide.

14. The role of leadership in change management is to _____.

- a) Create the vision, and building a supportive coalition etc
- b) Force every employee to align by the change process
- c) Train employees and punish those who don't adhere to the required change
- d) Motivate employees and stakeholders

15. A leadership style can be viewed as _____.

- a) General principle or explanation
- b) Scientifically acceptable general principle
- c) Representation of reality
- d) How a practice is performed

16. The three traditionally recognised styles of leadership are

- a) Autocratic, Democratic, and laissez-faire.
- b) Visionary, Democratic, Connective
- c) Connective, Adaptive, Visionary
- d) Transformational, Pragmatic, LMX

17. Contemporary Styles of Leadership Identified includes:

- a) Democratic, Autocratic, Laissez-faire and Participatory styles
- b) Visionary, Democratic, Connective and Laissez-faire styles
- c) Transformational, Pragmatic, LMX and Authentic styles
- d) Connective, Adaptive, Visionary, and Pragmatic styles

18. Which form of leadership style in which a leader has roles that include two roles determining direction and getting others to follow?

- a) Visionary leadership style
- b) Pragmatic leadership style
- c) Democratic leadership style
- d) Authoritarian leadership style

19. The achieving styles consist of:

- a) Democratic, Autocratic, Laissez-faire
- b) Visionary, Democratic, Connective
- c) Direct, Instrumental, and Relational strategies.
- d) Transformational, Pragmatic, LMX

20. Identify the leadership style in which a leader has a choice to influence other people's thinking to act in the interests of the project and the organization and the organisation?

- a) Visionary leadership style
- b) Pragmatic leadership style
- c) Democratic leadership style
- d) Authoritarian leadership style

21. Name a leadership style in which the leader dictates policies and procedures, decides what goals are to be achieved, and directs and controls all activities without any meaningful participation by the subordinates

- a) Visionary leadership style
- b) Pragmatic leadership style
- c) Democratic leadership style
- d) Authoritarian leadership style

22. Which leadership style involves a team guided by a leader where all individuals are involved in the decision-making process to determine what needs to be done and how it should be done?

- a) Visionary leadership style
- b) Pragmatic leadership style
- c) Democratic leadership style
- d) Authoritarian leadership style

23. Following is a more representative of the combination of traits of a democratic leader

- a) Honest, Competent, Forward-looking, Inspiring
- b) Authoritative, Democratic, Intelligent, fair minded
- c) Intelligent, Fast, Involve employees, Clever
- d) Honest, Authoritative, Democratic, Participatory

24-. A situation, in which the group is a little more responsible, experienced and willing, the leader's main role is to assist the members in doing a task for which they do not have the skills is best known as:

- a) The "Coaching/Selling" Leader
- b) The "Participating/Supportive" Leader
- c) The "Directing/Telling" Leader
- d) The "Delegating/Trusting" Leader

25. When discussing Achieving Styles Inventories, (ASI) represents:

- a) Action, Support Inventory
- b) Achieving Support Individual
- c) Acceptable Style for Individual
- d) Achieving Styles Individual Leadership Inventory

SECTION B – TRUE/FALSE QUESTIONS

[10 MARKS]

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

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

1. To inspire a team members or workers into higher levels of teamwork, comes naturally, and a leader should not worry much about it.
2. Whatever the coverage, all change should prescribe paradigm shifts and the adopting of new processes, policies, practices and behaviour.
3. The starting point and focus of successful change planning is having a clear vision about what the scope and impacts of the future changed state will be.
4. To ensure shared commitment and enlist all stakeholders' participation, the Botswana Vision 2016 document is offered to the public and government and non-governmental organisations, and the private sector.
5. The maximum freedom for the group members with minimum leader control is the Autocratic leadership style
6. The democratic leadership style is favourable in highly dynamic environments where rigidity will destroy the organisation
7. Emotional Intelligence (EQ) is being concerned with understanding oneself and others, relating to people, and adapting to and coping with the immediate surroundings
8. Emotional Intelligence (EQ), is not a leadership must, is justified by various authors and authorities
9. Stress management domain includes empathy, interpersonal relationship, social responsibility
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 ANSWER QUESTIONS

[15 marks]

Answer ALL questions in this section

1. Identify and define any two of the contemporary leadership styles you are familiar with.
(5 marks)
2. McPheat (2010) asserts that, “*Emotional intelligence (EQ) involves a combination of competencies which allow a person to be aware of, to understand, and to be in control of their own emotions, to recognize and understand the emotions of others, and to use this knowledge to foster their success and the success of others*”. In view of this aspects of EQ, identify and briefly explain the attributes of EQ. **(5 marks)**
3. Change management is an important activity in which a leader seeks to achieve organisational, divisional, departmental, or sectional goals and as an aspiring change manager, can you explain the merits of change management **(5 marks)**

SECTION D Case studies- Type Questions

[50 marks]

There are three questions in this section. Answer any two questions

QUESTION 1

[25 Marks]

Read the following and answer the questions that follow:

Tesco

Stephen is the manager of a medium-sized Tesco store. He has been with the company for over 10 years and his first job was filling shelves in the dairy section. He is currently working towards the Tesco foundation degree. Stephen directly manages a team of around 20 departmental managers, who between them are responsible for almost 300 people. Stephen's leadership style is usually to allow his managers to make most operational decisions. However, if, for example, an accident occurs in the store, Stephen may take control to ensure a prompt and coordinated response.

At times Stephen adopts styles that allow team participation up to certain levels. However, the manager reserves the right to make the final decision. Depending with situation, Stephen

- Adopts an 'I sell' philosophy will try to persuade his teams to accept his viewpoint.
- Adopts an 'I consult' approach will seek the opinions of subordinates before taking a decision.

The best managers adopt leadership styles appropriate to the situation. Stephen's preferred leadership style is meant to achieve organisational dreams and strategic plan (vision, mission and objectives). He consults widely as he feels that staff responds better to this approach. For example, when planning a major stock reduction programme, he encourages his managers to put forward ideas and develop plans. This increases team motivation and encourages creativity. Some mistakes may be made, but they are used as a learning experience. However, as a store manager, Stephen deals with many different situations. Some may be business critical and it is



important that he responds to these in the most appropriate way. In such situations, Stephen may need to adapt his leadership approach and exert more authority.

1. Identify and Evaluate any four (4) leadership styles applied by Stephen **(20 marks)**
2. What are Stephen's weaknesses, as regards to decision-making? **(5 marks)**

QUESTION 2

[25 marks]

Read the following and answer the questions that follow:

Southwest Airlines

How can an airline survive a government order to ground its entire fleet and shut down for days? After 9/11, all U.S. airlines were faced with this same crisis. One that succeeded through the difficulty was Southwest Airlines, already known for its outstanding customer service. Southwest's passengers, flight attendants, pilots and ground crews were stranded all across the country after the terrorist attacks. But unlike their competition, Southwest's leadership did more than just sit and wait. They encouraged employees to leverage their trademark fun approach to business and to help stranded customers enjoy themselves at the movies or the local bowling alley. And when the ramifications of the shutdown forced other airlines to cut staff, Southwest's then-CEO, James Parker, announced just three days after 9/11 that the company would be keeping all of its employees, as well as issuing a profit-sharing payment.

Leadership characteristics like crisis management, creative problem solving and a strong belief in the company's vision saw southwest through this unimaginable situation. The CEO also protected his staff, which ultimately led to a stronger airline

Source: <http://www.notredameonline.com/resources/leadership-and-management/how-leaders-emerge-during-challenging-times/#.Ve8d0vIU>

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1. Explain how James Parker applied the adaptive leadership style for South west Airlines
(10 marks)
 2. Identify some of the requisite leadership traits as demonstrated by James parker and identify how the traits benefited Southwest Airline (5 marks)
 3. Relate the following change management principles to Southwest scenario (10 marks)
 - a) Different people react differently to change
 - b) Everyone has fundamental needs that have to be met
 - c) Change often involves a loss, and people go through the "loss curve"
 - d) Expectations need to be managed realistically
 - e) Fears have to be dealt with.

Read the following and answer the questions that follow:

Sagitec

Introduction

A State Retirement System (SRS) contracted with Sagitec to develop and implement a new pension administration solution. Although the project began with excitement and the overwhelming support of the SRS staff, these waned over time as the challenges of the transition became increasingly difficult to manage. Recognizing the need for professional assistance, executive project leaders from the SRS and Sagitec implemented a formal Change Management (CM) strategy. This CM strategy succeeded in helping both the SRS and Sagitec mitigate project risks and move forward without misstep. Today, the project is on track for a successful conclusion.

Back-story

In 2001, the SRS partnered with an outside consulting firm to evaluate the organization's aging IT infrastructure and identify opportunities for improvement. The result was a five-year "Strategic Technology Plan" that, when implemented, would enable the SRS to enhance customer service, reduce operating costs, and achieve long-term business objectives through improved technology. At that time, total staff consisted of forty-five people and they served more than 140,000 active and retired members. The updated technology was eagerly anticipated.

The most critical aspect of the SRS's plan was the successful replacement of the organization's then 30-year-old pension administration system. Procurement began in 2009 and the project began in 2010. The requirements for the new system were ambitious and included:

- Integrating all existing and disparate IT systems to facilitate a seamless sharing of data and information



- Tightening of internal security controls to protect data
- Eliminating reliance and dependence upon single individual(s) for programming and internal system changes
- Providing information electronically to, and from, local governmental entities and retirement boards
- Implement web self-service to allow submission of data to and from members and employers

A formal procurement process yielded proposals from several bidding firms. After a thorough evaluation, the SRS selected Sagitec Solutions, LLC—a leading IT consulting firm serving the public pension industry—as the best option for modernizing their organization’s information technology. Sagitec possessed a strong track record of success, having implemented their Neospin™ pension administration software on time and within budget for multiple retirement agencies. In 2009, with widespread excitement and support across both organizations, SRS and Sagitec together launched the project.

Project Begins

The project kicked off with strong momentum. Project participants were excited about the prospect of new software that would improve their ability to serve customers, respond to legislative and business rule changes, and evolve their infrastructure as time went on. Initial project planning had gone well. SRS employees were adjusting to their new roles. Everyone felt confident about the project’s success.

Yet it wasn’t long before the organization began to feel the effects of large-scale change. Staff showed signs of fatigue. Eagerness and excitement were replaced by a cloying sense of doubt and frustration. Employees began asking themselves, *Will this new system really provide us with the benefits as promised? Is it worth the extra effort?*

Strain bore heavily on all staff members: those pulling double duty working on the project while attending to their own day-to-day responsibilities, and those who absorbed the extra workload of coworkers increasingly preoccupied with the project. . Subject matter experts struggled to

prepare for design sessions. Whether due to miscommunication or a lack of it, the rumor mill began to churn, and messages like these began to circulate: *What if I can't figure this stuff out? Will I still have a job when this new system is in place?*

The SRS' Senior Management team worried about the general morale in the office. Physical and budgetary constraints had forced an early decision not to increase staff for the project. The Executive Director feared he would not be able to keep up with daily operations, and a growing sense of frustration threatened the retention of capable staff members. The two programmers who had created SRS' legacy system were only able to participate on a part-time basis. The project goal the SRS had worked so hard to achieve seemed at risk. It was clear something had to be done.

<http://www.sagitec.com/client-case-studies/state-change-management.html>

1. Discuss the challenges faced by SRS in its quest to institute a change process **(20 marks)**
2. What were the benefits of the new system that was to be introduced by SRS? **(5 marks)**

END OF EXAMINATION