

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

BBA Leadership and Change Management

Leadership and Change Management Styles

LC 221

SPECIAL 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. Leadership flourishes when you are conscious of yourself and _____,

- a) Style
- b) Age
- c) Feelings
- d) Race

2. _____ is about the projection of personality and character to get others to do what is required of them.

- a) Management
- b) Leadership
- c) Experience
- d) Performance

3. The contemporary position is that _____ is a skill that develops continually through self-introspection, education, training and experience

- a) Management
- b) Leadership
- c) Experience
- d) Performance

4.Moral Leadership concerns_____.

- a) Success
- b) Employees
- c) Values
- d) Imitativeness

5.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

6. Emotional intelligence is viewed by_____ as involving 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) Grayson (2007)
- c) McPheat (2010)
- d) Vijayasree

7.Emotional Intelligence can be abbreviated as_____.

- a) EI
- b) IE
- c) Emotional intelligence
- d) EQ

8.The ability to recognize your own emotions and how they affect your thoughts and behaviour, and have self confidence is:

- a) Self-management
- b) Social awareness
- c) Self awareness
- d). Relationship management

9.The ability to control impulsive feelings and behaviours, manage your emotions in healthy ways is _____

- a) Self-management
- b) Social awareness
- c) Self awareness
- d) Relationship management

10.What is that which affects employee mental health and employee relationship at work?

- a) Organisation performance and employer-employee relationship
- b) Relationship management
- c) Change management
- d) Emotional intelligence

11.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%

12. The Emotional Intelligence (EQ) Domains include _____.

- a) Problem-solving, Reality, Focused
- b) Empathy, Relationship, Leadership
- c) Intrapersonal, Interpersonal, adaptability
- d) Leadership, Emotional intelligence, Intrapersonal

13. Change management requires that _____.

- a) Leaders should provide adequate motivation for employees to accept
- b) Use autocratic leadership since some people may resist
- c) Use top down communication to minimise or to eliminate resistance
- d) Use employees' union to mobilise employees

14. An approach to transitioning individuals, teams and organisations to desired future state is referred to as _____.

- a) Leadership
- b) Change management
- b) Democratic leadership
- c) Communication

15. For change to be successfully implemented it must be _____.

- a) realistic and motivating
- b) realistic and long term
- c) realistic and interesting
- d) realistic and achievable

16. 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) Make sure that all stakeholders participate in the change process

17. 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

18. 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

19. Contemporary Styles of Leadership Identified includes _____.

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

20. 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

21. The achieving styles consist of:

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

22. 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 organization.

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

23. Name a 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

24. 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

25. Which organizational structure has fewer layers of management?

- a) Flat structure
- b) Tall structure
- c) Leadership structure
- d) Government structure

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 entails effective leadership .
2. It is important for you to appreciate that there is no change that can take place without people effecting it or being affected by it.
3. Emotional intelligence does not help you navigate the social complexities of the workplace, lead and motivate others, and excel in your career .
4. Successful change planning is having a clear vision about what the scope and impacts of the future changed state will be.
5. To ensure shared commitment and enlist all stakeholders' participation, the Botswana Vision 2016 document is not offered to the public and government and non-governmental organisations, and the private sector.
6. The ability to withstand adverse events and stressful situations without “falling apart” is called stress management.
7. The democratic leadership style is favourable in highly dynamic environments where rigidity will destroy the organisation .
8. Change management entails thoughtful planning and sensitive implementation, and above all, consultation with, and involvement of, the people affected by the changes .
9. The group dynamics have no influence to choice of a leadership style.
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. As an aspiring leader identify and explain any three(3) of the five key principles for effective change management (5 marks)
2. In your own words define the following terms : (10 marks)
 - a) Leadership style
 - b) Democratic leadership style
 - c) Lasses faire leadership style
 - d) Visionary leadership style
 - e) Autocratic leadership style

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.

NMHG's future success

Introduction

“We determined that we needed to make a greater investment in those members of our team who execute our strategy and are crucial to our success as a business,” said Alison Richards, global organizational development manager with NMHG EMEA. “We knew we needed to strengthen their leadership capabilities and help them adapt to uncertain conditions and changing business needs.” NMHG partnered with the Center for Creative Leadership (CCL) to design and deliver a leadership development intervention called “Leading in Uncertain Times.” The multi-layered initiative targeted sales leaders and their direct reports. It included:

A diagnostic phase to identify key business challenges and translate them into leadership capabilities. Development of a structured learning experience for business directors, territory

managers and key account managers on the NMHG EMEA sales team. Support for learning and application of new skills, with measurement of effectiveness, behaviour change and business impact over time. The structured learning experience was viewed as critical. As course developers worked on content, they paid particular attention to what surveys showed were gaps in four leadership skills important to NMHG's future success:

Collaboration

- Ability to evolve in uncertain times and as the business context changes.
- Spanning boundaries and working across brands, regions and cultures in a more unified way.
- Building and maintaining relationships with internal colleagues and external stakeholders.
- Acting, thinking and influencing as collaborative leaders.

Solution

At the individual level, the learning experience would need to build personal leadership skills, help leaders gain wider business perspective and increase their confidence and motivation. At the team level, it would need to promote an understanding of how to work better across brands and functional silos. At the business level, it would need to build an understanding of how to maintain results during an economic downturn, manage key relationships more effectively and deliver on the NMHG business strategy. The collaborative leadership development initiative adopted by NMHG includes a series of two-day working sessions tailored to the various levels of sales leadership. There are opportunities to share business challenges, explore leadership requirements, and create a tangible action plan to increase leadership impact across the company and with external stakeholders.

Source: 2013 Center for Creative Leadership.

1. Illustrate the key business challenges encountered by NMHG ? (10 marks)

2. From the solutions suggested discuss the gaps in NMHG, on the following (15 marks)
- The leader themselves,
 - The members or employees,
 - The organisation itself
 - The shareholders, and
 - Stakeholders.

QUESTION 2

[25 marks]

Read the following and Answer the questions.

The Reluctant CEO

To reduce cost and improve customer service, a financial group wanted to consolidate its customer contact centers across several divisions. A consultant was hired to support the effort and to prepare implementation plans. The project no more than began when rumor spread through several departments that this organizational change was not good for the company.

Supervisors and key managers in the existing customer care centers began resisting the change. In some cases they would not show up for design reviews or miss key decision-making meetings. Information requested by the consultant and the design team was withheld or half-complete. At breaks and around the coffee pot, employees complained about potential leadership changes. Both employees and managers were distracted from their day-to-day work and productivity suffered. Key managers were rumored to quit if the change was implemented. The consulting firm met with the CEO, repeatedly warning that this resistance would undermine his change and

would ultimately begin to affect customers. The CEO, however, was reluctant to become personally involved. He viewed change management as the job of his project team and the consultant, and not the responsibility of the head of the company. After several months of difficulties and delays, the consultants finally declared the consolidation in jeopardy. With the project at a stand-still, the CEO requested an emergency briefing with his leadership team. To prepare for this status report, the consultants conducted interviews with key managers throughout each department. They quickly identified a manager in an existing customer care center who viewed his job at risk with the potential change. Arguments against the change initiated by this manager were spreading throughout the ranks. His supervisors were the same people who were presumably threatening to leave the organization.

Even armed with this information, the CEO remained reluctant to take definitive action. The only recourse at this stage was reassignment or termination of this manager. Both options could have negative fall-out for the company and the affected manager. The CEO was faced with a stalled project and a potentially lose-lose decision for a long-tenured manager.

1. Identify and evaluate the challenges encountered by the CEO in the change management process **(15 marks)**
2. Suggest how the CEO could have managed resistance to change through application the change management principles: **(10 marks)**

QUESTION 3

[25 marks]

Read the following and Answer the questions.

Stripes and Tar

The president of a business association had facilities maintenance as part of his overall responsibilities. The association included multiple businesses that each had condominiums in a single large office complex. The president of the association decided that the parking lot needed resurfacing and new striping. He arranged for a local contractor to do the work.

One day the construction company showed up at the office complex and started blocking off the parking lot. The contractor was getting his equipment ready and was trying to clear the lot of cars when disgruntled business owners confronted his workers. The business owners wanted to know what was happening, why it was happening and who authorized the work. Not happy with the uninformed answers from the contractor and the immediate demands to remove the cars from the lot, the business owners instructed the contractor to pack up his equipment and leave. Since the president was not on site to resolve conflicts, the contractor had no choice but to abandon the job.

Even when the president finally intervened later in the day, enough business owners were upset about the unknown financial impact and the disruptive process that the contractor never returned to resurface the parking lot.

Source: Change Management: the people side of change: a solid foundation in change management perspectives, theories, activities and practices - available now - email [a Prosci analyst](mailto:a.Prosci@prosci.com)

1. Evaluate on the objective of the Association President, i.e. whether it was a good move or not to effect the change **(15 marks)**
2. What were the weaknesses of the President in relation to change Management? **(5marks)**
3. In your view, whom do you suggest should have been involved in the whole change process and why? **(5 marks)**