

**BOTSWANA COLLEGE OF DISTANCE  
AND OPEN LEARNING**

**Bachelor of Business Administration-Leadership and Change Management**

**LEADERSHIP AND CHANGE MODELS  
LC 212**

**Sessional Examination**

**Marks: 100**

**3 HOURS**

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**Instructions**

1. This examination consists of **Two** sections: A and B
2. Answer questions according to instructions given in each section
3. Write answers in the answer booklet provided
4. Write in grammatical English

**SECTION A – SHORT ANSWER QUESTIONS**

**[50 marks]**

**Answer all questions in this Section.**

1. Define the concept of leadership. **(5marks)**
  
2. List five qualities of successful leader as suggested by Gratton in Mullins (2007).  
**(5marks)**
  
3. Explain what is meant by planned change. **(5 marks)**
  
4. Briefly explain how two of any of the following could bring about resistance to change in your organisation.
  - a. Possibilities of job insecurity
  - b. Failure to involve those to be affected by change
  - c. Lack of transparency on the part of management
  - d. Lack of tact combined with poor timing **(10 marks)**
  
5. What is the difference between McGregor's X and Y theories?  
**(10 marks).**
  
6. Explain how Kurt Lewin's Model could be used to implement change in an organisation of your choice. **(15 marks)**

**SECTION B ESSAY-TYPE QUESTIONS**

**[50 marks]**

**Answer any TWO questions from this Section.**

**QUESTION 1**

**(25 MARKS)**

Discuss any five approaches you could use to empower your subordinates to bring about specific changes in your organisation.

**QUESTION 2**

**(25 MARKS)**

As a manager, you have been asked to address employees on your production department about new technology that will be introduced which will reduce manual labour while increasing production levels. Discuss some of the main issues that are likely to be raised by your subordinates and how you will handle them.

**QUESTION 3**

**(25 MARKS)**

Critically assess how the following organisational environmental factors can influence change in your organization.

- a. Increase in factors of production. **(5 marks)**
- b. Restructuring. **(5 marks)**
- c. Changes in governmental laws and regulations. **(5 marks)**
- d. Competition. **(5 marks)**
- e. Suppliers. **(5 marks)**