

**BOTSWANA COLLEGE OF DISTANCE
AND OPEN LEARNING**

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

**LEADERSHIP AND CHANGE MODELS
LC212**

Sessional Examination

Marks: 100

3 HOURS

Instructions

1. This 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. Each question carries ONE (1) mark.

Choose the best alternative answer

1. Which of the following describes the leadership style in which a leader tends to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation?
 - A. Cultural style
 - B. Autocratic style
 - C. Democratic style
 - D. Laissez-faire style

2. The _____ style of leadership describes a leader who tends to involve employees in decision making, delegate authority, encourage participation in deciding work methods and goals, and use feedback as an opportunity for coaching employees.
 - A. Cultural
 - B. Autocratic
 - C. Democratic
 - D. Laissez-faire

3. 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



4. Classical management theory puts emphasis on _____.
- A. Structure
 - B. Personnel
 - C. Skills
 - D. All of the above
5. Ms Enderson has been appointed as the college principal. Which of the following qualities must she demonstrate to best manage the college?
- A. Eloquence
 - B. Congruence
 - C. Reluctance
 - D. Both A and B
6. Which of the following is not true of the change leadership?
- A. Change leadership innovates and sets a vision for a new normal
 - B. Change leadership is initiating change on a larger scale
 - C. Change is inevitable
 - D. None of the above
7. The theory that some people have specific characteristics that differentiate leaders from non-leaders is called _____.
- A. Situational
 - B. Path-goal
 - C. Trait
 - D. Contingency



8. According to the path-goal theory, a leader who consults with employees and uses their suggestions before making a decision is referred to as _____.
- A. Supportive
 - B. Charismatic
 - C. Participative
 - D. Directive
9. The following are all advantages of Kotter's 8-step change model, except _____.
- A. The process is an easy step-by-step model.
 - B. The focus is on preparing and accepting change, not the actual change.
 - C. Transition is easier with this model.
 - D. Steps can't be skipped.
10. Who developed the seven step change model?
- A. Lewin
 - B. Kotter
 - C. Ulrich
 - 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. Managers and leaders are the same.
2. Despite the best efforts of researchers, it proved impossible to identify one set of traits that would always differentiate leaders from non-leaders.
3. Effective leaders do not need a high degree of knowledge about the company, industry, and technical matters.
4. Cognitive theories are leadership theories that identified behaviours that differentiated effective leaders from ineffective leaders.
5. The managerial grid only provides a framework for conceptualising leadership style.
6. Fiedler's contingency model of leadership style proposed that effectiveness depends on the ability and willingness of the subordinates.
7. The least-preferred coworker questionnaire measures whether a person is task or relationship oriented.
8. Vroom and Yetton's leader participation model related leadership behaviour and participation to decision making.
9. Robert House's path-goal theory is an expectancy theory of motivation.
10. Robert House's achievement-oriented leader sets challenging goals and expects followers to perform at their highest level.

SECTION C SHORT ANSWERS QUESTIONS

[30 marks]

Answer all questions from this section.

1. In Rao's context, what do the following involve?
 - a. Telling style. **(2marks)**
 - b. Selling style. **(2marks)**
2. State any two key questions in achieving informed results. **(2marks)**
3. Name two external and two internal drivers of change. **(4marks)**
4. Outline any three cognitive techniques for change. **(6marks)**
5. State what the Kurt Lewin's model entail **(3marks)**
6. Distinguish a company's vision and mission statement? **(3marks)**
7. What is the difference between a model and a theory? **(3marks)**
8. List any two known consequences of organisational change errors? **(2 marks)**
9. State any three common themes of the change models. **(3 marks)**

SECTION D ESSAY TYPE QUESTIONS

[50 marks]

There are three questions in this question. Answer only two questions from this section.

Question 1

(25 marks)

Read the passage below and answer the questions that follow.

There has been an explosion of literature about leadership lately. Leading is a very human activity as we're all human, so there are many people who consider themselves experts on leadership. Unfortunately, many people make strong assertions about leadership without ever really understanding a great deal about leadership. Understanding leadership requires more than reading a few articles or fantasizing about what great leaders should be.

- a. Define the word leadership. **(3 marks)**
- b. Discuss four leadership styles of your choice. **(16 marks)**
- c. Demonstrate how and why "motivation" is the key link between leadership and performance. **(6 marks)**

Question 2

Analyse McKinsey's 7-S model.

(25 marks)

Question 3

(25 marks)

Employees can be empowered in many several ways. Compile any four approaches that leaders can use to empower employees.