

**BOTSWANA COLLEGE OF DISTANCE  
AND OPEN LEARNING**

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

**LEADERSHIP AND CHANGE MODELS  
LC212**

**Special Examination**

**Marks: 100**

**3 HOURS**

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**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. \_\_\_\_\_ is not a principle of great man theory.
  - A. Leaders are born not made.
  - B. Great men rise up in times of crisis.
  - C. We can learn from the biographies of great leaders.
  - D. A great leader is only great in certain situations.
  
2. Contingency theory is based on the assumption that the ideal leader \_\_\_\_\_.
  - A. Shapes their leadership style depending on the situation.
  - B. Provides clear instructions to the followers so that they know what they are doing.
  - C. Knows what their strengths are and makes the most out of them.
  - D. Spends time with their followers and therefore listens and responds to their needs.
  
3. What is the social construction of leadership?
  - A. The view that all leadership is social and what matters is how leaders interact with others.
  - B. Leadership is a made up idea that therefore we should pay more attention to more significant aspects of the organization.
  - C. What counts as good leadership is a construction of the perceptions of the followers.
  - D. Leadership is something that the leader constructs as they meet with others.
  
4. Which of the following statements is not correct?
  - A. Leadership involves the leader influencing and motivating the followers.
  - B. Leadership takes place outside an organisation or particular environmental setting.
  - C. Leaders are visionaries and goal-getters.
  - D. Leaders are informed decision makers.



5. Leadership is the ability to \_\_\_\_\_.
- A. Influence others
  - B. Motivate others
  - C. Enable others to contribute towards the effectiveness and success of the organisation
  - D. All of the above
6. \_\_\_\_\_ is not one of the effective seven competency characteristics of effective leaders.
- A. Drive
  - B. Intelligence
  - C. Authority
  - D. Emotional intelligence
7. Competencies indicate leadership \_\_\_\_\_.
- A. Performance
  - B. Success
  - C. Potential
  - D. All of the above



8. The style of assigning employees to specific tasks, clarifying their work duties and procedures, ensuring the follow company rules and them to reach their performance capacity is \_\_\_\_\_.

- A. People oriented
- B. Support- oriented
- C. Achievement-oriented
- D. Task oriented

9. Path-goal theory has its roots in which theory of motivation?

- A. Two factor theory
- B. Expectancy theory
- C. Goal setting
- D. Equity theory

10. Fielder's leadership model suggests that the best style depends on the level of \_\_\_\_\_.

- A. Environmental control
- B. Organisational structure
- C. Situational control
- D. Participation control

**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. Path-goal theory holds that subordinates with an external locus of control will be more satisfied with a directive style.
2. Transactional and transformational leadership are opposing approaches to getting things done.
3. People working for charismatic leaders are motivated to exert extra work effort but express lower satisfaction.
4. The key properties of a vision seem to be inspirational possibilities that are value centered, are realisable, have superior imagery, and are well articulated.
5. One specific role of team leadership is that team leaders are troubleshooters.
6. Legitimate power and authority are one and the same thing.
7. Credibility is the degree to which followers perceive someone as honest, competent, and able to inspire.
8. Empowerment involves increasing the decision-making discretion of workers.
9. Models of change attempt to help leaders and managers understand change and guide their organisations through the process.
10. Unfreeze, movement refreeze are components of Darwins change model.



**SECTION C- SHORT ANSWERS**

**(30 Marks)**

**Answer ALL questions from this section.**

1. Define bumpy incremental change. **(2marks)**
2. State any two reasons for change. **(2marks)**
3. Outline any two factors that impact on organisational change process. **(2marks)**
4. a. What is a theory? **(2marks)**  
b. Name any three theories of change. **(3marks)**
5. The congruence model has four sub- systems, name them. **(4marks)**
6. State any two guidelines of approaching change. **(4marks)**
7. What is a change agent? **(2 marks)**
8. Outline any three characteristics of strategic decisions. **(3 marks)**
9. Discuss three reasons people resist change. **(6marks)**

**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)**

All organisations require employees to perform at their level best so as to increase profits and achieve organisational objectives. In recognition of employee performance, most managers have some mechanisms in place that can be used to motivate and reinforce the positive energy of employees. Critically discuss such strategies.

**Question 2**

**(25marks)**

Rao (2010) has put forward a model of implementation of change in an organisation which leaders and managers may like to critically examine for suitability to their organisations. Examine this model of implementation of change in an organisation.

**Question 3**

**(25 marks)**

Explain how the following factors contribute to successful leadership and change management. Select and discuss only four factors.

- Vision and mission
- Change strategy
- Change agent
- Decision making
- Delegation
- Team building