

**BOTSWANA COLLEGE OF DISTANCE
AND OPEN LEARNING**

Bachelor of Business Administration - Leadership and Change Management

Leadership and Managing with the Balanced Scorecard

LM222

Special Examination

Marks: 100

Time allowed: 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 is key principle of the balance scorecard?
 - A. Cause-and-effect relationship between objectives
 - B. Showing how customer value is created and how it is linked to the organization's goals
 - C. Aligning measures and initiatives with objectives
 - D. All of the above

2. Measures that evaluate innovation in operations, such as creating new services for customers, relate mainly to which component of the balanced scorecard?
 - A. Financial perspective
 - B. Customer perspective.
 - C. Internal business process perspective
 - D. Learning and growth perspective

3. Which of the following is a discipline of a learning organization
 - A. Self-reliance
 - B. Systems thinking
 - C. Shared vision
 - D. All the above

4. A _____ leader is best suited for an organization that is implementing a new strategy.
 - A. Autocratic
 - B. Transformational
 - C. Democratic
 - D. None of the above

5. The following are sources of discontinuity except _____.
- A. Globalization
 - B. Knowledge capital
 - C. New technologies
 - D. Organization
6. One leadership theory states that “leaders are born and not made,” this refers to which of the following theories?
- A. Trait
 - B. Charismatic
 - C. Great man
 - D. Situational
7. _____ describes the continuous process of measuring a company’s own products, services and activities against competitor’s performance.
- A. Benchmarking
 - B. Business level strategy
 - C. Balanced scorecard
 - D. None of the above
8. A balanced scorecard establishes a balance between the following except _____.
- A. Short and long term objectives
 - B. Customer perspectives
 - C. Financial and non-financial measures
 - D. Leading and lagging indicators
9. _____ motivates neither the best people, nor the best in people.
- A. Anger

- B. Goals
 - C. Pain
 - D. Money
10. Which of the following statements concerning the rational and emotional aspects of leadership is false?
- A. Leaders can use rational techniques and/or emotional appeals in order to influence followers
 - B. Leadership includes actions and influences based only on reason and logic
 - C. Aroused feelings can be used either positively or negatively
 - D. Good leadership involves touching others' feelings

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. The type of leadership is critical to the success of the balanced scorecard in an organization.
2. All organizations can benefit from improved financial performance.
3. A strategy is a set of hypotheses about cause and effect relationships.
4. The scorecard translates the vision and strategy of a business into objectives and measures.
5. The value of the strategy of every organization no matter how brilliant decays with time.
6. Leaders have to be skilled mediators and negotiators to avoid any sense of conflict.
7. Conscience is valuable because it creates alignment between mission and principle, and gives guidance in the moment of choice.
8. A Balanced Scorecard approach is to take a holistic view of an organization.
9. Executives who lead by force and fear are best to enhance the innovation and motivation of employees.
10. Social skills are not important to emotional intelligence.



SECTION C SHORT ANSWER QUESTIONS

[30 marks]

Answer ALL questions from this section.

1. Define 'cascading' **(3 marks)**
2. State the four perspectives of a balanced scorecard. **(4 marks)**
3. Describe the purpose of a strategy map. **(4 marks)**
4. Briefly explain any **three** benefits to an organization that uses a balanced scorecard. **(6 marks)**
5. State **four** reasons why performance should be monitored. **(4 marks)**
6. Evaluate the role played by technology in driving change. **(3 marks)**
7. Define a balanced scorecard using your own words. **(3 marks)**
8. Distinguish self-awareness from self-control. **(3 marks)**

SECTION D ESSAY QUESTIONS

[50 MARKS]

Answer TWO questions from this section.

QUESTION 1

[25 Marks]

- (a) Briefly explain organizational leadership. **(5 marks)**
- (b) Justify why leaders are a necessary element in the management of change. **(5 marks)**
- (c) Evaluate the importance of having a purpose for an organization. **(15 marks)**

QUESTION 2

[25 Marks]

Critically analyze the four perspectives of the balanced scorecard.

(25 marks)

QUESTION 3

[25 Marks]

Discuss any **five** possible challenges that can be faced by senior executives in translating their Strategy into action and suggest possible solutions. **(25 marks)**