

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

Bachelor of Business Administration – Leadership and Change Management

Leadership, Change Management, and Entrepreneurship: Evolving Notions

LC211

SPECIAL EXAMINATION

Time: 3 Hours

Marks: 100

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 in grammatical English.

SECTION A: Multiple Choice Questions

[10 MARKS]

Answer all questions in this section.

1. What is on the "other side" of the leadership coin?
A) managers
B) figureheads
C) followers
D) organizational strategy

2. The idea of a workplace that is stable and has continuity is _____ today's world.
A) a critical component of
B) something to insist on in
C) not realistic in
D) still very important in

3. Which of the following statements about leadership in today's business world is NOT true?
A) Good leaders use power.
B) Leaders should see change as opportunity.
C) Employees should adopt an "us" versus "them" attitude toward leaders.
D) Employees are motivated by leaders who are authentic and real.

4. Which of the following describes the most common reaction to change?
A) fear, resentment, and anxiety
B) excitement, exhilaration
C) indifference
D) a mixture of emotions

5. In force field analysis, the default "normal" state is characterized by _____.
A) driving forces being equal to restraining forces
B) a constant state of change
C) driving forces being greater than restraining forces
D) driving forces being less than restraining forces

5. In force field analysis, which of these takes place during the change or unfreezing stage?
A) increase driving forces
B) decrease driving forces
C) increase restraining forces
D) decrease restraining forces

6. In Kotter's model of change, a leader's first task is to _____.
A) get the right people involved in making change

- B) create a strategic vision
- C) convince people that there is an urgent need for change
- D) communicate a vision of change to the entire organization

7. You are a motion picture executive and have decided that your struggling studio will avoid making blockbuster action films. Instead, it will focus on fresh scripts from new directors who take risks. Which of Kotter's stages are you focusing on?

- A) Stage 1
- B) Stage 2
- C) Stage 3
- D) Stage 4

8. Why is innovation a key component of a manager's job in today's business environment?

- A) Innovation keeps employees on their toes.
- B) Innovation gives companies a "fresh" image without changing much real substance.
- C) New approaches are always superior to old approaches.
- D) Innovation gives an organization an edge over its competition.

9. The first step in Lewin's three-step description of the change process involves _____.

- A) freezing the new state
- B) changing to a new state
- C) unfreezing the status quo
- D) changing to a new status quo

10. Lewin's force field analysis identified _____ forces that compete when people try to achieve a goal.

- A) physical push-and-pull
- B) driving and blocking
- C) enormous
- D) magnetic

SECTION B: True or False Questions

[10 MARKS]

Answer all questions in this section.

1. Only employees in positions of authority can be leaders in an organization.
2. Change within an organization is something that is ubiquitous and should never come as a surprise.

3. The statement, "Leaders are born, not made," is more true today than ever.
4. A transactional leader uses his or her vision to inspire employees.
5. Individuals with high nAch (need for achievement) are often poor team players.
6. Stage 1 of Kotter's model requires leaders to create a new strategic vision.
7. In Lewin's view, the only way to effect change is to increase the driving forces that direct change away from the status quo.
8. One reason people resist change is that it goes against our habits.
9. One of the keys that distinguish an entrepreneurial organization from a conventional organization is the concerted emphasis on growth.
10. Informal leaders can be very useful in bringing about corporate change.

SECTION C: Short Answer Questions

[40 MARKS]

Answer all questions from this section.

1. Why are transformational leaders more likely to be successful in today's business climate than transactional leaders? **(4 marks)**
2. Compare and contrast strategic change with innovative change. **(8 marks)**
3. What are the advantages of transformational leadership over transactional leadership? **(8 marks)**
4. Distinguish managers from leaders using the following factors posited by Kotter (1990):
 - a) Creating agenda **(2 marks)**
 - b) Achieving agenda **(2marks)**
 - c) Execution of agenda **(2 marks)**
 - d) Outcomes **(2 marks)**
5. Compare two types of Evolutionary innovations. **(4 marks)**

6. What is the limitation of using descriptive models alone? (2 marks)
7. What is your explanation of speech community (2 marks)
8. Read the dialogue below and identify communication elements reflected on the dialogue. (4 marks)

Speaker1: What are you saying about editors? (Voice raised). Come again. What are you saying?

Speaker 2:I am saying tell us what you are doing in your department. You delay the work and you simply sit folding your arms and relax while we toil with developing the modules.

Speaker3: My God! Listen to this provocation (Voice raised). Sitting and relaxing! Do you know what you are saying. Can somebody tell her to choose better words?
(Members laugh.)

Speaker1: This is no laughing matter. What would the materials you write amount to if they are not edited? Besides your section delays sending modules for editing. What do you spend time doing? Sitting and chatting away college time!

Speaker4: Now this displays total ignorance. This is cruel and unfair allegation. If you do not know the responsibility of writers, shut up!
!"BO!
(There is noise and talking between individuals until the project manager steps in.)

Speaker5: Please let's focus on the business of the day. It does not help to trade accusations. Work has to be done. Remember we have objectives to meet.

SECTION D: Essay Questions

[40 MARKS]

Answer any two questions from this section.

1. Critically evaluate leadership in an organisation of your interest using the four components of transformational leadership by Bass (1985) (20 marks)
2. Explain how you would apply Stanley (2006) seven principles of managing change in a change initiative within your organisation. (20 marks)
3. Critically evaluate Kotters 8 step model. (20 marks)