

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

Bachelor of Business Administration – Leadership and Change Management

Leadership, Change Management, and Entrepreneurship: Evolving Notions

LC211

SESSIONAL 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. Successful leaders see change as which of these?
 - A) an opportunity
 - B) a disruption
 - C) a necessary evil
 - D) a threat

2. Which statement is TRUE about leaders and leading?
 - A) Leaders can only be born, not made.
 - B) You can learn how to be a great leader.
 - C) You cannot learn how to be a great leader.
 - D) Only managers can learn to lead.

3. Jim runs leadership seminars for young managers and entrepreneurs. In a recent session, a young man from a manufacturing company complained that he was just not a "born leader." How should Jim respond?
 - A) Tell him that he may not ever be a good leader, but that he can become an effective manager.
 - B) Tell him that leadership skills can and should be learned.
 - C) Tell him that leadership is not a necessary characteristic of a manager.
 - D) Tell him that he should adjust his goals and resign himself to the fact that he will never be a great success.

4. Joan Smith of Forest Laboratories has simple advice for leading organizations through change. What is it?
 - A) prioritize people
 - B) cater to egos
 - C) express all types of emotion
 - D) respect organizational boundaries

5. In force field analysis, "change" is characterized by _____.
 - A) driving forces being equal to restraining forces
 - B) driving forces being less than restraining forces
 - C) driving forces being greater than restraining forces
 - D) driving and restraining forces being balanced

6. Kotter's Stage 6 builds confidence in change by _____.
 - A) going for long-term victories
 - B) carrying out short-term victories
 - C) using fear to motivate agents of change

- D) making sure that all important people understand the change
7. Fighting against change is _____.
- A) natural and can be helpful in the long run
 - B) unnatural, but can be helpful in the short run
 - C) futile and can be destructive
 - D) a noble cause that all managers should join
8. Change can not be eliminated, so leaders must learn to _____ successfully.
- A) avoid it
 - B) ignore it
 - C) work around it
 - D) manage it
9. According to Lewin, which of the following is the objective of refreezing?
- A) to stabilize the new situation
 - B) to promote movement away from existing equilibrium
 - C) to eliminate the need for future change
 - D) to direct behaviour away from the status quo
10. In terms of change, Lewin's force field analysis might see _____ as a driving force.
- A) fear of change
 - B) inertia
 - C) reward from change
 - D) difficulty of change

SECTION B: True or False Questions

[10 MARKS]

Answer all questions in this section.

1. In today's business world, you are either a leader or a manager, but not both.
2. Every leader casts a shadow that either encourages or inhibits people's motivation to work.
3. Lewin's force field analysis sees permanent change as frozen into place.
4. Organizational change can be any alteration in an organization's people, structure, or technology.

5. Change is something that leaders strive to eliminate completely.
6. In an organization, only a manager can be a change agent.
7. Kurt Lewin sees the first step in change as the freezing of the status quo.
8. Having leadership traits alone is not useful for identifying who is likely to be a leader.
9. It is a good idea for an entrepreneur to develop a network of trusted friends and advisors to help with problems and decisions.
10. It has been found that male leaders tend to be more effective in educational, social service, government organisations, and situations dealing with charity issues.

SECTION C: Short Answer Questions

[40 MARKS]

Answer all questions from this section.

1. Compare and contrast transformational leadership with transactional leadership. **(5 marks)**
2. Use your own words to explain the concept of organisation upheaval. **(3 marks)**
3. Three metaphors help us see the role of a leader in helping followers to learn. Describe the meaning of each.
 - a) The leader as a designer **(3 marks)**
 - b) The leader as a steward **(3 marks)**
 - c) The leader as a teacher **(3 marks)**
4. A decision to form a new venture occurs when an individual perceives that forming it is both desirable and possible. Distinguish the two levels below.
 - a) Desirability of forming a new venture **(3 marks)**
 - b) Possibility of forming a new venture **(3 marks)**
5. Explain how entrepreneurial partnering enhances the possibility and desirability of forming a new venture. **(4 marks)**

6. Outline five causes of failure within the innovation process in most organisations. **(5 marks)**
7. Resistance is the most daunting feature of the leader at the helm of transformation. Give detailed explanation highlighting three reasons why people resist change in organisations. **(6 marks)**
8. Create an episode which resembles, an inter-organizational conflict. **(2 marks)**

SECTION D: Essay Questions

[40 MARKS]

Answer any two questions from this section.

1. Discuss any five theories of entrepreneurship with reference to your organisation. **(20 marks)**
2. Certain maxims must be obeyed in order to achieve conversational goals in a given situation. With the aid of examples discuss the four maxims of conversation as identified by Grice (1975). **(20 marks)**
3. One of the most appropriate moments where one could use their language skills to enhance change management are the meetings they occasionally hold. Meetings and similar occasions should be maximised in terms of the way one puts issues across will be turned to good effect. Discuss any five tips to enhancing leadership through language. **(20 marks)**

END OF PAPER