

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. Each question carries ONE mark.**

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

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

[5 MARKS]

Answer all questions in this section.

State whether each of the following statements is True or False.

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.

SECTION C: Short Answer Questions

[45 MARKS]

Answer all questions from this section.

1. "In the 1950's, renowned leadership theorist, Stogdill (1974:11) captured what is considered an accurate definition of leadership". –

Define leadership and explain the highlights of the definition.

(6 Marks)

2. Explain the three metaphors that help us to see the role of a leader in helping followers to learn?

(6 Marks)

3. "If entrepreneurial skills are not applied, the enterprise will not break even. If that happens, it gets liquidated and closes down simply because it will no longer be sustainable. Leadership inadequacy would have accounted for the let down"-

Elaborate the above with an example based on Hisrich, Peters, and Shepherd and also corroborate with Ensley, and Carland.

(6 Marks)

4. Discuss five characteristics of innovation, which closely related to change?

(10 Marks)

5. "To be effective, the process of change needs to be planned carefully and follow certain principles". Briefly explain seven principles of change management suggested by Stanley.

(11 Marks)



6. Explain three reasons why employees resist change according to Kotter & Schlesinger?

(6 Marks)

SECTION D: Essay Questions

[40 MARKS]

Answer any two questions from this section.

Question 1

(20 Marks)

1. “It is the leader, at the helm of the organisation who requires training in entrepreneurship for change management. As a notion, entrepreneurship is grounded in theory”.-

Analyse the four theories that ground the leader in principled procedures in the management of change?

Question 2

(20 Marks)

“Gordon presents the factors that must capture the entrepreneur’s undivided attention and presents an equation”- Elaborate on Gordon’s CUSTOMER Model.

Question 3

(20 Marks)

Discuss in detail Kotters 8 step model for effective implementation and management of change in an organization?

END OF PAPER