BOCODOL

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

BACHELOR OF COMMERCE HUMAN RESOURCE MANAGEMENT and

INDUSTRIAL RELATIONS

LEADERSHIP IN ORGANISATIONS

LO 222

SESSIONAL EXAMINATION

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 legibly in grammatical English.

SECTION A: MULTIPLE CHOICE QUESTIONS.   [25 MARKS]

Answer ALL questions. Each question carries ONE (1) mark.

Choose the best answer from the alternatives given.

1. Leadership is defined as_____.

   a) The process of influencing the activities of an organized group in efforts towards goal-setting and goal achievement.

   b) Motivating, coaching and developing subordinates in n organisation.

   c) Empowering employees with training and skills.

   d) The ability to achieve a position in a working environment.

2. _____ leadership is when others are influenced to pursue unofficial objectives which may or may not be in line with organisational goals.

   a) Management.

   b) Organisational.

   c) Informal.

   d) Casual.

3. Organisational culture manifests itself in various forms such as_____.

   a) Behaviour, quality, experience, skill.

   b) Objects, talk, behaviour, emotions.

   c) Experience, skill, talk, behaviour.

   d) Management, skill, qualifications, culture.

4. When carrying out change strategies, it is important to consider the following_____.

  a) Lack of short-term wins.

  b) Low sense of urgency for change.

  c) Lack of a guiding coalition responsible for the change.

  d) People are the hub of change so it is about people changing.

5. Motivation is _____.

  a) A force that energize, direct and sustain a person's efforts.

  b) Developing employees.

  c) Creating positive image to investors.

  d) Building a relationship with employees.

6. Job dissatisfaction across an organisation leads to _____.

  a) Strikes.

  b) Stealing, sabotage and vandalism.

  c) Lower corporate citizenship.

  d) Productive employees.

7. People's beliefs about their work influences motivation. These beliefs can be broken down into the following_____.

  a) Expectancy, instrumentality, valence.

  b) Motivation, perception, values.

  c) Positive, success, values.

  d) Likelihood, performance, outcomes.

8. Luthan's Political Strategies involves only one of the below statements _____.

    a) Taking counsel, exhibiting confidence and employing trade-offs.

    b) Management, leadership.

    c) Planning, Controlling, Organising.

    d) Resistance to change.

9. Which of the following statement is not an effect of empowerment?

    a) Lower costs because fewer people are needed to supervise and monitor and coordinate.

    b) Applauding outstanding performance.

    c) Setting meaningful challenging goals.

    d) People not taking personal responsibility for their work.

10. The following are barriers to effective communication except _____.

    a) Using excessive authority, hence creating fear of openness in others.

    b) Asking closed questions which elicit only yes or no answers.

    c) Reacting defensively to negative feedback.

    d) Know your communication weaknesses and actively practice good communication practice.

11. _____ execute through problem-solving and controlling, whilst _____ motivate and inspire followers.

    a) Leaders, Managers.

    b) Managers, Leaders.

    c) Entrepreneurs, Leaders.

    d) Managers, Entrepreneurs.

12. Below are functions of organisational culture except_____.

    a) It gives members an organisational identity.

    b) Facilitates collective commitment.

    c) Promotes social system stability.

    d) Implement assumptions.

13. _____culture denotes how shared meanings and behaviour patterns come into being, are sustained and change.

    a) Leadership.

    b) Behaviour.

    c) Organisational.

    d) Management.

14. The three perspectives that have been proposed to explain the type of cultures which enhance an organisation's financial performance are _____.

    a) The strength perspective, fit perspective, adaptive perspective.

    b) Management perspective, change perspective, motivation perspective.

    c) Leadership perspective, entrepreneurship perspective, change perspective.

    d) Skills perspective, satisfaction perspective, Training perspective.

15. One of the sources of culture is _____.

    a) Learning experiences of group members.

    b) Books from libraries.

    c) Government database

    d) Employees Job satisfaction.

16. HR problems and Management decisions are _____ forces for change.

   a) Internal.
   b) External.
   c) Promotional.
   d) Marketing.

17. The following have been found to be some reasons why people resist change except _____.

   a) Individual predisposition to change.
   b) How as a child one learns to handle change and ambiguity
   c) Peer pressure
   d) Work overload

18. Fear of change always stems from a _____, where individuals doubt their ability to cope with the change.

   a) Crisis
   b) Job satisfaction
   c) Low self-esteem
   d) Poor communication

19. Culture can be divided into three levels, namely _____.

   a) Behaviour, change, tradition
   b) Believes, values, customs
   c) Surface features, preconscious factors, and deep structures
   d) Change agents, external forces, internal forces.

20. A highly motivated staff member may put in 60 hours of work in sales, but not reach his or her goals because_____.

   a) Is working for disreputable company.

   b) The staff member understands the customer or product.

   c) Difficult sales territory.

   d) Is selling inferior products at a high price.

21. When setting goals, goals should be _____.

   a) Acceptable to the employee.

   b) Unattainable.

   c) Measurable.

   d) Specific.

22. Alderfer's theory is useful in helping us see the different categories of needs that people have _____.

   a) Existence, Growth, Relatedness.

   b) Existence, Growth, Values.

   c) Achievement, Affiliation, Power.

   d) Growth, Values, Power.

23. In increasing motivation we need to do the following except _____.

   a) Increase expectancies.

   b) Identify positively valent outcomes.

   c) Make performance instrumental toward positive outcomes.

   d) Discredit all the work done by employees.

24. _____ power gives the occupant potential control over some invisible assets such as information, right of access, right to organize.

   a) Position power.

   b) Expert power.

   c) Personal power.

   d) Resource power.

25. The management of influence to obtain ends not sanctioned by the organisation is _____

   a) Success

   b) Power

   c) Influence

   d) Politics.

SECTION B: True or False questions. [10 MARKS]

Answer all questions. Each question carries one (1) mark.

State whether each of the following is True or False.

1. Effective leaders have a deep sense of purpose and destiny resulting in them becoming stewards of their vision.

2. It is not important for leaders to know how to bring about cultural transformation to their organisations.

3. Fit perspective assumes that culture must align with its business or strategic context.

4. Education and communication is one of the strategies for overcoming resistance to change.

5. Fear of the unknown can keep us from taking promotions or retiring.

6. Organisations never reach a time when they are ready for change.

7. Leaders are not involved in growing revenue and reducing costs.

8. Motivation can be defined as forces that energize, direct and sustain a person's efforts.

9. Goals should not be acceptable to the employee.

10. Relatedness refers to relations with others, sharing thoughts and feelings.

SECTION C: Short answer questions. [15 MARKS]

Answer all questions.

QUESTION 1

a) Give any five (5) factors that must be considered when carrying out change strategies.
    (5 marks)

b) Outline any two (2) reasons why change strategies often fail.   **(2 marks)**

c) Define motivation.   **(2 marks)**

d) Distinguish between the old and the new Psychological contract.   **(4 marks)**

e) Give any two (2) factors facilitating an organisation's learning capabilities.
    (2 marks)

SECTION D: Essay-type questions. [50 MARKS]
Answer any 2 questions from this section.

QUESTION 1

Read the following case study and then answer the questions below. (25 marks)

RESISTANCE: A CONSTRUCTIVE TOOL FOR A CHANGE MANAGEMENT.

Traditionally, resistance has been cast as adversarial - the enemy of change that must be defeated if change is to be successful. While it is apparent that classical management theory viewed resistance in such a manner, recent literature contains much evidence that suggests resistance may indeed be useful and is not to be simply discounted.

Present day suggestions and prescriptions for managing resistance have evidently disregarded effects of change and left little room for utility in resistance. The difficulty of organisational change is often exacerbated by the mismanagement of resistance derived from a simple set of assumptions that misunderstand resistance's essential nature. It is suggested that management may greatly benefit from techniques that carefully manage resistance to change by looking for ways of utilising it rather than overcoming it.

Time and time again companies with leading positions in the market place lose their dominance when a radical change occurs in the technological basis. In some cases, the survival of companies is in jeopardy because old technology-investments hinder managers from adopting new technologies. Following on from the resource-based view, to develop an approach, which explains the ability of a company to generate radical product innovations through the willingness of managers and employees to put aside their existing knowledge and acquire new skills. There obviously are key elements for cutting off traditional-style investments with respect to new ideas that in turn foster radical outcomes.

a) Discuss four (4) External forces for change. (16 marks)

b) From the case study, "Old Technology-Investments hinder managers from adopting new technologies". Outline reasons for resistance to change. (9 marks)

QUESTION 2

Read the following case study and then answer the questions below. [25 MARKS]

A CASE OF POOR PERFORMANCE

Mr. James, was working for Mool and Associates as Technical Engineer, based in Gaborone. His working hours were from 0730hrs and 1630hrs with provision to work overtime if there was too much and subsequent for authorization from his supervisor.

Mool and Associates had recently won a tender with Botswana Telecommunications Corporations to install underground network cables along the Trans Kalahari Highway, from Jwaneng to Mamuno. Mr. James was appointed as a Project Manager for the said project with effect from 1st December 2006 and it was to run for 2 years. In the letter that was written to him, it was specified that confirmation to his new post would be done after six months. Mr. James acted on his post for more than ten months without any confirmation thereof on the post. Failure to confirm him as a project manager for the project compelled Mr. James to write a long comprehensive letter to letter to his immediate supervisor, querying that he has not received the confirmation letter to the said date.

Mr. James' actions were met with so much hostility from his supervisor and he was labeled a poor performer, who was only good at raising complaints but failing to deliver. His actions were thus seen and perceived as a form of insubordination and he was immediately transferred back to Head Office and was given final written warning for poor performance and insubordination.

a) Define the following:
   i)   Performance Management. (2 marks)

ii)   Insubordination.   **(2 marks)**

iii)   Motivation.   **(1 marks)**

b) Discuss five (5) reasons why a highly motivated employee may fail to reach his/her goals?   **(20 marks)**

QUESTION 3   **[25 MARKS]**

Read the following case study and then answer the questions below

OPERATIONAL SECRECY – INNOVATING IN "SECRET"

"Well, that is a part of the magic of Apple. And I don't want to let anybody know our magic because I don't want anybody copying it." Apple's Tim Cook in 2011 in reply to a question on how Apple does it.

Product launch events or major announcements at developer conferences are not something new. The surprise element at these events is critical and viewed as powerful to brand strategy. A new product feature or information is something all companies try to protect from being leaked. Accordingly, many companies use operational secrecy as a strategy, limited not just to its communications department but also as integral to its corporate culture. The secrecy helps develop trust in the team and fellowship among employees. Companies have internal security teams and employees can even be fired for leaking information. Some companies have gone so far as to spreading disinformation about product plans to its own employees. When Apple's iPod was launched, its own employees were as surprised as all others.

Many corporate governance experts view hiding information as lack of transparency in not disclosing information to the marketplace or stakeholders. But companies especially in the technology industry like Apple, Nokia and Google are getting a reputation for non-disclosure of their next innovation. However, these companies thrive on constant and discrete product

innovation. They have built fanatic consumer loyalty and enjoy a high level of profitability with high volumes by avoiding 'me-too' products.

Three traits of Steve Jobs' success with Apple that stand out are attention to detail, constant feedback and secrecy around its famed product unveiling. Apple is known to maintain pre-launch secrecy of its products going as far as placing electronic monitors to track it's yet to be released products across its supply chain. So the company, shipping it's yet to be released products in tomato boxes to avoid detection is not surprising. Apple even took its fixation with secrecy to the courts. The secrecy culture began with the release of its first Macintosh. Competitors like Microsoft and Sony already had information about it before its launch.

When Jobs walked out with an envelope in hand during an Apple keynote, not many suspected that it would contain the ultra-thin MacBook Air. The surprise and wow on the faces of the audience was a moment to capture. Apple is reportedly working on the iWatch and could also announce Apple Television in future.

a. Outline any eight (8) steps to effective communication **(8 marks)**

b. Why do companies prefer to use operational secrecy **(2 marks)**

c. Evaluate any five barriers to effective communication. **(15 marks)**

I am worried about too much case study in this section of all your paper. Remember, we don't teach case study and sometimes, students find it difficult to comprehend the cases.

QUESTION 4   **[25 MARKS]**

Read the following case study and then answer the questions below.

INGERSOLL RAND

Ingersoll Rand is a Global 1000 firm known for its diversified industrial technology and climate solutions, including the well-known American Standard, Ameristar, Club Car, Ingersoll Rand, Thermo King and Trane brands. Beginning in 2010, the company adopted new strategies to drive improved operational excellence, global growth and innovation. Senior leaders knew that for their strategic plan to succeed, they would need to make changes in the corporate culture in order to broaden and strengthen the diversity of the Ingersoll Rand talent pool. The position of VP for Global Diversity and Inclusion was newly created, and Neddy Perez was hired to fill this role.

She quickly began to identify tangible initiatives around the globe to enhance Progressiveness, Diversity, and Inclusion in a fast and sustainable way, integrated with business needs and responsive to local requirements. In the EMEIA region, gender diversity in particular represented a challenge. Ingersoll Rand works in an engineering-driven industry traditionally dominated by men. While women were well-represented in some support functions including Human Resources, Finance and Marketing, they were severely underrepresented in the middle and senior management ranks of functions with profit and loss responsibility. The lack of opportunities for advancement meant women were more likely to leave the company than their male counterparts, further perpetuating their underrepresentation among the senior leadership ranks.

Ingersoll Rand's executive team made a commitment to focus on development and support for women to drive the following objectives:

- Improve retention.

- Build the emerging leader talent pool.

- Create diversity balance.

• Move the needle on business performance.

As a first step, Ingersoll Rand asked the Center for Creative Leadership (CCL) to help clarify the underlying issues and barriers that needed to be addressed in order to support women on their leadership journey. Drawing on its experience conducting research and working with leaders from different cultures and disciplines, CCL interviewed 16 middle and senior leaders from across the company's global operations.

a) Evaluate why more women are likely to leave the Ingersoll Rand Company than men?

(5 marks)

b) What objectives were given to women in order to help develop them?

(5 marks)

c) Discuss five (5) differences between male and female managers.

(15 marks)

END OF THE EXAMINATION