

**BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING**

**In collaboration with**

**ZIMBABWE OPEN UNIVERSITY**

**BACHELOR OF COMMERCE HUMAN RESOURCE MANAGEMENT &**

**INDUSTRIAL RELATION**

**LEADERSHIP IN ORGANISATIONS**

**LO 222**

**SESSIONAL EXAMINATION**

**Marks – 100**

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**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.

**TIME ALLOWED – 3 HOURS**

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. Organisational culture manifests itself in various forms. Which of the following is its form?
  - A. Objects and talk
  - B. Behaviour,
  - C. Emotions
  - D. All of these
  
2. All of the following are perspectives which explain the cultures which enhance an organisation's financial performance except \_\_\_\_\_
  - A. Strength perspective
  - B. Deep structures
  - C. Fit perspective
  - D. Adaptive perspective
  
3. Culture springs from three sources, except \_\_\_\_\_.
  - A. Beliefs values and assumptions of founders
  - B. Learning experiences of group members
  - C. Preconscious factors such as symbols, ideology, and norms
  - D. New beliefs values and assumptions brought by new members
  
4. Change can move from one area to another. Which diagram correctly represents this movement?
  - A. Adaptive → innovative → radically innovative
  - B. Innovative → adaptive → radically innovative
  - C. Radically innovative → innovative → adaptive
  - D. Adaptive → radically innovative → innovative
  
5. Which one of the following is not a reason why change does not occur?
  - A. Low sense of urgency of change
  - B. Lack of vision to guide the change process
  - C. Lack of removal of barriers to change
  - D. Reinforcement to the change

6. People resist change for various reasons. Which one of the following is not a reason for that resistance?
- A. Ability to perform the change process requirements
  - B. Self-doubt
  - C. Fear of failure
  - D. Loss of status or job security
7. A successful results-based leader needs to ask themselves questions involving four key areas. Which one of the following is one of the areas?
- A. Employee
  - B. Customer and Investor
  - C. Organization
  - D. All of them
8. Results show in four categories. Which combination is correct and best to show these?
- A. Employee results, government results, customer results, and investor results
  - B. Employee results, organization results, customer results, and investor results
  - C. Employee results, competition results, customer results, and investor results
  - D. Employee results, organization results, customer results, and competition results
9. Good leaders motivate performance but people are more motivated to do work except \_\_\_\_
- a. For which they are responsible
  - b. If a deadline is put
  - c. They are recognized for the work they do
  - d. If they are not rewarded fairly.
10. When setting goals organizations should ensure that goals conform to the SMART principle. Which of the following does not belong to the SMART principle?
- A. Time-oriented
  - B. Realistic
  - C. Immeasurable
  - D. Specific
11. The ERG theory of motivation was developed by \_\_\_\_\_.
- A. Maslow
  - B. McClelland
  - C. Alderfer
  - D. Herzberg

12. People's beliefs about their work influence motivation such that these beliefs can be divided into \_\_\_\_\_.
- A. Valence
  - B. Instrumentality
  - C. Expectancy
  - D. Valence, Instrumentality and expectancy
13. McClelland's theory becomes quite useful in what primarily motivates one's followers. Which one of the following is not one of these?
- A. Power
  - B. Instrumentality
  - C. Affiliation
  - D. Achievement
14. Job dissatisfaction in organisations leads to low productivity resulting from \_\_\_\_\_.
- A. Low turnover
  - B. Stealing, sabotage and vandalism
  - C. Higher absenteeism
  - D. low turnover
15. "The invisible but felt pull of a stronger force and is the application of personal power". This statement describes \_\_\_\_\_.
- A. Ecology
  - B. Persuasion
  - C. Magnetism
  - D. Exchange
16. Organisations tend to be political rather than rational in all the following areas except \_\_\_\_\_.
- A. Motivation
  - B. Resources
  - C. Decisions
  - D. Goals
17. "The management of influence to obtain ends not sanctioned by the organization". This statement describes \_\_\_\_\_.
- A. Power
  - B. Organizational politics

- C. Influence  
D. Leadership
18. Political areas common in organisations today as revealed by Yulk and Falbe's research are \_\_\_\_\_.
- A. Pressure tactics  
B. Coalition tactics  
C. Consultation tactics  
D. All of these tactics
19. "It shifts the power to decide downwards, enables the employee to participate and act as a partner". This is a fitting description of \_\_\_\_\_.
- A. Delegation  
B. Empowerment  
C. Authority  
D. Motivation
20. Mentoring functions can be divided into career functions and psychological functions. Which one among the following is a typical psychological function?
- A. Exposure and visibility  
B. Coaching  
C. Sponsorship  
D. Counseling
21. Effective empowerment can be done through all of below but \_\_\_\_\_.
- A. Networking  
B. Delegation  
C. Coercing employees  
D. Communication
22. A learning organization proactively creates, acquires, and transfers knowledge that changes its behaviour on the basis of the new knowledge and insights. Key characteristics of learning organizations are that they should \_\_\_\_\_.
- A. Generate new ideas  
B. Encourage behaviour change  
C. Promote new knowledge to be transferred throughout the organization  
D. Do all of these

23. Which of the following is NOT a metaphor for leadership?
- A. A designer
  - B. Intelligent
  - C. A steward
  - D. A teacher
24. Leadership is inborn and hence can be learnt through \_\_\_\_\_.
- A. Overcoming hardships and exposure to teamwork
  - B. Challenging assignments
  - C. Formal leadership courses
  - D. All of these
25. This type of power is also called 'legal' or 'legitimate' power. Which of the following is this power?
- A. Position power
  - B. Resource power
  - C. Physical power
  - D. Expert power

**Answer All Questions in This Section**

**State Whether Each of the Following Is True or False**

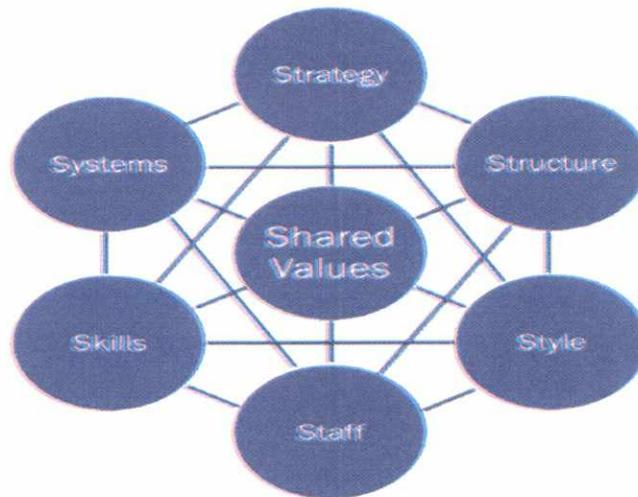
1. Motivating goals need to be less specific, immeasurable, unachievable, unrealistic and timeous
2. Change strategies often fail due to lack of communication of the change vision and lack of a guiding coalition responsible for the change
3. Planning, organizing and controlling are essential management skills but not leadership.
4. Kotter defined leadership as a process of moving a group (or groups) in some direction through mostly non-coercive means.
5. Leadership is not learnt but in-born.
6. One difference between leadership and management is that leadership sets new direction or vision for a group to follow while management controls or directs people and resources according to already set principles or values, meaning, it maintains the status quo.
7. Forces for change cannot be put into two categories, external and internal.
8. To overcome resistance to change an organization can use participation and involvement of those the change affects.
9. Motivation can be defined as the force that energizes, directs and sustains a person's efforts.
10. Alderfer did not develop a theory of motivation called the ERG theory.

**SECTION C - SHORT ANSWER QUESTIONS**

**[10 Marks]**

**Answer ALL questions from this section**

1. Social psychologists John R. P. French and Bettram Raven, in a now-classic study (1959), developed a schema of sources of power by which to analyze how power plays work (or fail to work) in a specific relationship. Handy (1993) outlines a number of possible sources of power, which give one the ability to influence others. Identify SIX sources of power. *(6 marks)*
2. McKinsey 7S Model is a strategic assessment and alignment model. The 7S model portrays seven elements of an organization as shown below:



- (a) Define each of these elements within the context of an organization *(7 marks)*
- (b) These elements are divided into two categories. Name the two categories *(2 marks)*

**SECTION D -ESSAY-TYPE QUESTIONS**

**[50 MARKS]**

**Answer any two questions from this section**

**QUESTION 1**

**[25 MARKS]**

Read the following and Answer the questions that follow:

**Motivation**

Motivation is one of the most important factors affecting human behavior and performance. This is the reason why managers attach great importance to motivation in organizational setting. Rensis Likert called motivation "the core of management". Effective directing of people leads the organization to effectiveness, both at organizational and individual levels. Some theories have been developed over the years to explain motivation and its importance to individuals and organisations. Most common among these theories are Maslow's Hierarchy of Needs and Clayton Alderfer's ERG theory. Motivation is the set of forces that leads people to behave in certain ways. It refers to energy and commitment with which an individual or group performs a task or role. It is one of key management elements. Managers attempt to motivate people to behave in ways that are in the organization's best interest.

- (a) With practical examples, outline the FIVE levels of Maslow's Hierarchy of Needs. **(10 marks)**
- (b) Discuss FIVE benefits of a motivated staff to an organization **(15marks)**

**QUESTION 2**

**[25 MARKS]**

Read the following and Answer the questions that follow:

**Building Learning Organisations**

Absolom Inc puts the importance of the learning organization succinctly: The rate at which organizations learn may become the only sustainable source of competitive advantage. At a recent conference at BOCODOL HQ in Gaborone entitled “Transforming Organizations”, two questions arose again and again: “How can we build organizations in which continuous learning occurs?” “What kind of person can best lead the learning organization?”

You are a special expert on Learning Organizations flown in from New York to discuss with corporate CEOs how to build learning organisations in Botswana and Sub-Saharan Africa.

Discuss any FIVE strategies that they can utilize to build learning organizations in which continuous learning will occur

**(25 marks)**

**QUESTION 3**

**[25 MARKS]**

Read the following and Answer the questions that follow:

Empowerment through Delegation

Empowerment of employees is important. Employee empowerment refers to the development of a person's confidence as well as abilities in a business setting. Delegation is a key empowerment tool that supervisors can use to empower employees. It has the effect of encouraging, involving and enabling employees in organizations if well done.

Empowerment through delegation has the effect of:

**Enabling** – employees build capacity to more and bigger decisions without having to refer to someone more senior

**Engaging and involving** – employees develop more skills and knowledge through practical engagement and they take responsibility for improving the way things

**Encouraging** – employees to play a more active role in their own tasks as well as those of others which breaks down departmental and hierarchical walls creating a seamless organisation

(a) Define delegation

**(4 marks)**

(b) Explain how the skill of delegation is related to supervisory success **(6 marks)**.

(c) What are some reasons why supervisors fail to delegate as much as they should? (10 marks)

(d) What employee factors should a supervisor consider in selecting an employee for a specific task? (5 marks)

**END OF EXAMINATION**