



## **FACULTY OF MANAGEMENT AND ADMINISTRATION**

**COURSE TITLE: MMS 510 MANAGEMENT OF CHANGE**

**SEMESTER 1: FINAL EXAMINATION NOVEMBER 2014**

**LECTURER: MR. A.M.GUMBO**

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### ***INSTRUCTIONS***

Answer all questions in Section A and any **two** questions of your choice from Section B. Each question in section B carries 25 marks

Credit will be given for logical, systematic and neat presentations.

Anyone caught cheating will be disqualified

No sharing of resources

**SECTION A: Answer all questions in this section. Mark allocations are as indicated in brackets.**

1. The Greek philosopher Plato had this to say about change, “Change takes place no matter what deters it”; while former American President J.F. Kennedy suggested that “change is the law of life”, in other words progress cannot occur without change.  
Briefly discuss these statements and their validity in emphasizing the inevitability of change in the modern world. (4)
2. Whenever a change process is implemented, it addresses or affects one or all four elements of the organization. Name the four and explain which is the most challenging. (5)
3. In order to manage change successfully, a leader /manager must develop a positive climate for change. For this psychological assurance, two issues have to be created i.e “ Trust” and “Ownership”. Explain how these two enable change to be successfully introduced. (4)
4. Name any three causes of resistance to change in an organization. (3)
5. In their book, Harvey and Brown use a different term for Change Management. What is that term? (1)
6. Outline the phases/stages of resistance to change and briefly how best each can be managed. (3)
7. Name four organizational levels at which consolidation of change can be effected to facilitate the “refreezing” process.(2)
8. For each of the levels above give one strategy that can be used to consolidate the change. (4)
9. Why is Organizational Diagnosis important in any change programme? (2)
10. Why is it that senior management involvement is said to be crucial to the success of any change process? (2)
11. What skills does a Change Agent require to be successful? (4)
12. Distinguish between “ organizational culture” and “organizational climate” in relation to change management. (2)

13. One of the functions of a change agent is to resolve or manage inter-group conflict .Name any four methods/strategies that may be used in this function.(2)
14. What is the importance of conducting a “stakeholder” analysis or mapping before introducing a change programme?(2)
15. Explain briefly the three techniques used in job re-design to ensure increased motivation in a change programme.(3)
- 16.What five Organizational Development (OD) roles/styles may be chosen from by a practitioner wishing to lead a change process?(5)
- 17.Why do most organizations prefer external change agents rather than internal ones? (2)

Sub-Total= 50marks.

**SECTION B: Choose and answer only Two essay questions from this section. Each full answer carries 25 marks.**

1. Using a suitable model diagram show and explain briefly the process of introducing and managing Organizational Change as discussed by Robbins (1987).
2. Discuss in detail **any one** of the following approaches that managers can use to facilitate and consolidate implementation of a change program at the overall organizational level -: (i) Goal setting models (ii)Total Quality Management (iii) Job Design, Redesign and Job Characteristics theory.
3. Why do people resist change and what strategies can Management use in an organization to minimize such resistance and ensure smooth change adoption?
4. In what way will a thorough knowledge and understanding of an organization’s “culture and climate ” enable a change agent to come up with appropriate strategies for introducing successful change?

**END OF PAPER**