



Botswana Open  
University

**DEGREE**  
**January-June**

**Sessional Examination**  
**OC232 - Organisational Change and Development**

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**BOTSWANA OPEN UNIVERSITY**

**Bachelor of Commerce (Human Resource Management and Industrial Relations)**

**Organisational Change and Development**

**OC 232**

**Sessional Examination**

**Time Allowed- 3 Hours**

**Marks – 100**

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**Instructions**

1. The examination consists of FOUR sections: A, B, C and D
2. Begin each to a new question on a new page.
3. Answer questions according to instructions given.
4. Write answers in the answer booklet provided.
5. Write in grammatical English.



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**SECTION A: MULTIPLE CHOICE QUESTIONS**

**[10 MARKS]**

**Answer ALL questions in this Section.**

**Choose the best alternative answer.**

1. Establishing diagnostic relationship between organisational members and the consultant involves \_\_\_\_\_.
  - A. Getting to know the client one-on-one.
  - B. Meeting organisational members regularly.
  - C. Clarifying expectations
  - D. Gathering data
  
2. Which of the following best describes an organisational development intervention?
  - A. Change of activities outside the organisation
  - B. Validation of information only
  - C. Unplanned management manipulations
  - D. Planned actions intended to increase effectiveness
  
3. The following are regarded as the basic sources of the history of the organisational development, except \_\_\_\_\_.
  - A. Social laboratories training
  - B. Group dynamics school
  - C. Survey research feedback
  - D. Socio-technical systems



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4. The correct sequence of Lewin's change model is shown by \_\_\_\_\_.
- A. Unfreezing- Movement -Refreezing
  - B. Unfreezing – Refreezing – Movement
  - C. Unfreezing- Refreezing -Movement
  - D. Movement – Unfreezing - Refreezing
5. The main reason why questionnaires are commonly used to gather data, is because \_\_\_\_\_.
- A. Data can be collected from many people
  - B. Data can be analysed quickly
  - C. Meaning is clear
  - D. They are easy to design
6. The following are roles of organisational development consultant, except \_\_\_\_\_.
- A. Educator
  - B. Process specialist
  - C. Fact finder
  - D. Councillor
7. \_\_\_\_\_ is referred to as the sustained high leverage development of people in line with organisational outcomes.
- A. Knowledge management
  - B. Learning organisation
  - C. Work place learning
  - D. Organisational learning



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8. The process of deliberately creating an energetic group of people who are committed to achieving common objectives is \_\_\_\_\_.
- A. Empowerment
  - B. Total quality management
  - C. Benchmarking
  - D. Team building
- 9 \_\_\_\_\_ is an attempt to find an agreement to defend one's position.
- A. Reflection
  - B. Problem solving
  - C. Dialogue
  - D. Decision making
10. Which model of Total Quality Management focuses on effective measures to quantify services and process improvement?
- A. Customer satisfaction
  - B. Strategic planning
  - C. Quality assurance
  - D. Community impact



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**SECTION B: TRUE/FALSE QUESTIONS.**

**[10 MARKS]**

**Answer ALL questions in this section**

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

1. Process maintenance is the second stage in the phases of organisational development.
2. Structural change can be defined as the pattern of assumptions, values and norms that are more or less shared by organisation members.
3. One of the competencies of an OD consultant is the ability to tolerate ambiguity.
4. A TQM approach is concerned with obtaining staff attitudes, feelings, opinions and perceptions.
5. Knowledge management is mental imaging or a long term planning or aspiration of an organisation in 10 years' time.
6. Cultural change management focuses on employees' behavioural aspects like attitudes.
7. Innovation is not closely linked to creativity.
8. Temporary team members appear on the formal organisational chart and report to a common manager.
9. Deep change involves powerful emotions such as fear, loss, abandonment and surrender.
10. Diagnosis involves identifying the kind of actions necessity to combat the identified problems.



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**SECTION C: SHORT ANSWER QUESTIONS**

**[30 MARKS]**

**Question 1**

**Read the following information and answer questions that follow**

Organisation development is a long-term effort, led and supported by top management, to improve an organisation's visioning, empowerment, learning, and problem-solving processes, through an on-going, collaborative management of organisation culture-with special emphasis on the culture of intact work teams and other team configurations- using the consultant-facilitator role and the theory and technology of applied behavioural science, including action research. (French, Bell, and Zawacki, 1983)

a) Explain any five characteristics of organisational development featured in the above definition. **(10 marks)**

**Question 2**

a) Name any two (2) organisational development interventions. **(2 marks)**

b) State four (4) things which are carried out during the initial entry and contracting stage of team building. **(4 marks)**

c) Distinguish between unfreezing and refreezing stages in Lewin's model of change management. **(4 marks)**



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**Question 3**

- a) Identify two (2) stages in action research model. **(2 marks)**
- b) State four (4) guidelines used in evaluation of workplace learning. **(4 marks)**
- c) Outline four (4) overriding values of Total Quality Management. **(4 marks)**

**SECTION D: ESSAY QUESTIONS**

**[50 MARKS]**

**Answer ANY Two Questions in this Section**

**Question 1**

With reference to an organisation of your choice, analyse any five (5) outcomes of a successful organisational effort. **(25 marks)**

**Question 2**

Identify and discuss any five (5) usual activities carried out in a typical survey feedback intervention. **(25 marks)**

**Question 3**

Using examples identify and evaluate five reasons for resistance to change at individual level. **(25 marks)**

***END OF PAPER***