



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

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

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**BOTSWANA OPEN UNIVERSITY**

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

**Organisational Change and Development**  
**OC232**

**Marks: 100**

**Time Allowed: 3 Hours**

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**Instructions**

1. The examinations consists of FOUR sections: A, B, C and D
2. Answer all questions according to instructions given in each section
3. Write answers in the booklet provided
4. Start each question on a fresh page
5. Write legibly 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. Which one of the following is not one of the characteristics of OD?
  - A. Collaborative approach
  - B. Planned change
  - C. Systems approach
  - D. Imposed by management
  
2. The reason OD has emerged is because the external environment for organisations is becoming more \_\_\_\_\_
  - A. Complex and dynamic
  - B. Simple and friendly
  - C. Interesting
  - D. All of the above
  
3. The field of OD is the discipline that \_\_\_\_\_
  - A. Applies behavioural science to management problems
  - B. Applies statistical information to solve problems
  - C. Is rich in theory and practice
  - D. Is almost complicated to understand



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4. OD is oriented in improving organisational \_\_\_\_\_.

- A. Objectives
- B. Effectiveness
- C. Finances
- D. Growth

5. The correct sequence of the major phases of the Organisational Development Process is \_\_\_\_\_.

- A. Diagnosis -----Action-----Process maintenance
- B. Research-----Action-----Evaluation
- C. Diagnosis-----Implementation-----Process maintenance
- D. Environment scanning-----Action-----Evaluation

6. The following are the competencies of the OD consultant except \_\_\_\_\_.

- A. The ability to tolerate ambiguity
- B. The ability to influence
- C. The ability to support and nurture
- D. The ability to recruit and develop employees

*conceptualise*  
*teach and facilitate*  
*sense of humor* *detect feelings*

7. \_\_\_\_\_ is one of the elements of Action Research Model of change.

- A. Communication
- B. Unfreezing
- C. Refreezing
- D. A preliminary diagnosis



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8. Resistance to change occurs at the \_\_\_\_\_, group and organisational levels.
- A. Management
  - B. Board
  - C. Executive
  - D. Individual
9. Garvin (1993) has characterised a learning organisation as that which is “skilled at creating, acquiring, \_\_\_\_\_ and modifying its behaviour to reflect new knowledge insights.
- A. Managing knowledge
  - B. Storing knowledge
  - C. Transferring knowledge
  - D. Editing knowledge
10. The overriding values in total quality management are \_\_\_\_\_.
- A. Learning, technology, research
  - B. Planning, organising, controlling
  - C. Learning, planning, evaluation
  - D. Trust, integrity, teamwork



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

**[10 MARKS]**

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

**State whether each of the following statement is true or false.**

1. Organisational Development is the study of successful organisational change and performance.
2. Key concepts of OD theory include organisational climate, organisational culture and organisational strategies.
- ✓ 3. OD is both a field of applied science focused on understanding and managing organisational change and a field of scientific study and inquiry.
- ✓ 4. Oakland (1993:19) observes that quality is the most important competitive weapon available to an organisation.
5. A learning organisation is characterized by the existence of processes and methods that encourage and support mutual learning.
- ✓ 6. Authoritarian style of leadership facilitates creativity.
- ✓ 7. Resistance to change only occurs at individual and organisational level.
- ✓ 8. Increased absenteeism, lateness or even sabotage of production system is a form of resistance to change.



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- F 9. Richard Beckhard (1969:9) defines OD as “an effort planned, organisation-wide and managed from the bottom, to increase management effectiveness and health through unplanned interventions.”
10. Action research is purpose-oriented research aimed at putting research findings into action through the collaborative efforts of the consultant and the client group.



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**SECTION C: SHORT ANSWER QUESTIONS [30 MARKS]**

**Answer all questions**

**Question 1**

a) Identify and explain the five disciplines of learning organisations as provided by Peter Senge. **(10 marks)**

b) Name five reasons for organisational change. **(5 marks)**

- customer needs
- Technological changes
- Competition
- leave old methods

c) Identify five forms of resistance to change. **(5 marks)**

- Absenteeism
- less working

**Question 2**

a) Identify five phases of Organisational Development Model by Lippitt, Watson and Westley (1958) which expanded Lewin's three stages to five phases. **(5 marks)**

- Determination of need for change
- establishment of the change relationship
- data collection
- standardization

b) Provide five benefits of a successful change management to a "smart" individual. **(5 marks)**



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**SECTION D: ESSAY QUESTIONS**

**[50 MARKS]**

Answer any **TWO** questions in this section

**QUESTION 1**

Identify and evaluate any five major characteristics of OD. **(25 marks)**

**Question 2**

a) Identify and discuss five competencies of the OD consultant. **(10 marks)**

b) Provide and discuss five likely reasons for resistance to change at organisational level.

*- fear of the unknown*

**(15 marks)**

*b catalyst Ability*

**Question 3**

Describe the Survey Feedback - Five Stage Model. **(25 marks)**

*Survey Design*

*Survey Administration*

*Survey Questionnaire*

*Survey Analysis*

*Survey Feedback*

**END OF QUESTION PAPER**