BOCODOL

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

BACHELOR OF COMMERCE HUMAN RESOURCE MANAGEMENT &

INDUSTRIAL RELATION

FACETS OF CHANGE IN THE BOTSWANA ENVIRONMENT

FC 232

SPECIAL 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 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   The term organisation is used in general terms referring to:

A. SMEs, Medium Enterprises and Micro enterprises

B.   Both private and public business operations

C. Private sector and Informal sector

D. Public sector, SMEs and Informal sector

2   In relation to Management of Change, the most common macro-environmental factors include:

A. Internal, Publics, Demographic and Technological

B. Technological, Economic, Legal and Social

C. Technological, Political, Economic and Socio-cultural

D. Technological, Social, Socio-cultural and Economic

3. _____ are forces that promote change and the opposing forces that slow or resist change.

A. Change

B. Management

C. Leadership

D. Innovation

4. Three levels of change may include:

A. Organisational, Micro and Global

B. Micro, Organisational and Macro

C. Micro, National and International

D. Micro, Global and Macro

5. Micro changes are

A. Changes that are significant and affect people universally

B. Changes in any organisation that influences people's lives are

C. Changes that people face in their personal lives

D. Change in any organisation that influences people's lives

6. Organisational change is_____

A. Changes that are significant and affect people universally

B. Changes in any organisation that influences people's lives are

C. Changes that people face in their personal lives

D. Change in any organisation that influences people's lives

7. Changes that are significant and affect people universally such as terrorism and recession can best be known as:

A. Internal forces

B. Macro forces

C. External forces

D. Management factors

8. Trends and events within an organisation that affect the management, employees and organisational culture are referred as to:

A. Internal forces

B. Macro forces

C. External forces

D. Management factors

9. Change process occurs in three states that include

A. Stable, Turbulent and Dynamic

B. Current, Stable and Future state

C. Current, Transition and Dynamic

D. Current, Transition and future state

10 The desire where the organisation it wants to get to, it is often not fully defined, and can actually shift while the organisation intends to arrive at is:

A. Stable State

B. Transition State

C. Future State

D. Current state

11. Which state of the change process is messy and disorganized, It is unpredictable and constantly in flux.

A. Transition State

B. Current

C. Future

D. All of the above

12. What is the name given to a metaphor that describes change as chaotic, unpredictable, natural, and expected

A. The White-water rapids metaphor

B. The Calm waters metaphor

C. The Stable waters metaphor

D. The Changing waters metaphor

13. _____ can be considered the most important and fundamental resource in any project seeking culture change.

A. Physical resources

B. Immovable Resources

C. Leadership

D. Environment

14. Identify the right combination of the change process three states.

A. Current, Transition only

B. Current, Turbulent and Stable

C. Current, Transition and Future state

D. Current, Transition and Environmental

15. Due to different cultural orientations and experience which of the following aspects can be viewed as alternative, negative, or wrong

A. Leadership

B. Management

C. Change

D. Resistance to change

16. Which of the following terms refers to a situation where a person cannot either go forward or back and any forward movement is restricted.

A. Inertia- resistance to change

B. Threat to Power Dynamics

C. Group pressure

D. Blinkered view of change

17. Group norms that evolve in an organisation over the years that may become a bottleneck in bringing about change, in which a single member of a group accepts change suggested by management willingly is most referred to as what?

A. Threat to power dynamics

B. Inertia of a Structure

C. Threat to Power Dynamics

D. Group pressure

18. Sources of Organisational resistance may include

    A. Inertia of a Structure

    B. Threat to Power Dynamics

    C. Both A and B

    D. C only

19. Which of the following is an effect of Resistance to change on employees?

A. Loss of valued employees

B. Stress

C. Withdrawal

D. Denial

20. Effects of Resistance to change on leaders mostly include

A. Compromised Morale and stress

B. Declining productivity and Denial

C. Persistent Strikes and Disruptive work Environment

D. Stress, withdrawal, denial

21. Which of the following terms can best be described as constant yet varies in degree and direction?

A. Communication

B. Change

C. Leadership

D. Management

22. What best describes a situation in which a leader makes a way to share with other employees about new initiatives and their progress?

A. Marketing

B. Communication

C. Change from within

D. Engage

23. Although several people are against change, it has been observed that it can bring several benefits to the organisation. Which of the following are some of the common benefits that can be brought by change

A. It increases employees conflicts and complaints

B. It increases employee confidence and organisation competitive advantage

C. It increases employee confidence and employees salaries

D. It increases employees confidence and decreases organisation competitiveness

24. Benefits of overcoming resistance to change in organisations include except:

A. Stay current

B. Low employees' morale,

C. Improved attitudes

D. Competitive advantage and organisational growth.

25. Which of the following terms best describes the tendency to generate or recognise ideas, alternatives, or possibilities that may be useful in solving problems, communicating with others?

A. Creativity

B. Management of change

C. Leadership

D. Overcoming resistance to change

SECTION B - TRUE /FALSE QUESTIONS   **[10 marks]**

Answer All Questions in this Section

State whether each of the Following is True or False

1. Democratic leadership style is when everybody is expected to work and co-operate in a joint effort

1. Inertia of a Structure and Threat to power dynamics are some of the Sources of Organisational resistance

2. Micro state what is the general view

3. Goals are what you hope to achieve

4. Situation analysis is the process of examining history of an organisation

5. Creative thinking requires relatively open-ended, uninterrupted time, free of pressure for immediate answers and instant solutions.

6. The more people are preoccupied by unmet needs, the less energy and engagement they bring to their work.

7. A corporate culture that embraces change is one that tends not to remain dynamic in the marketplace.

8. Botswana organisations must experience change to experience growth.

9. The ability for Botswana organisations to change has little or zero effects to maintain r competitive advantage in the marketplace.

10. One of the positive effects of efficient change management is that it instils confidence in your staff regarding the management's ability to lead the company and make good business decisions.

SECTION C - SHORT ANSWER QUESTIONS   [15 Marks]

Answer All Questions in this Section

1. Identify and explain any three sources of individual resistance common in Botswana organisations (**5 marks**)

2. Discuss any three (3) of the effects of resistance to change on the employee (**5 marks**)

3. Define innovation and list the innovation process stages (**5 marks**)

SECTION D -ESSAY AND CASE STUDY TYPE QUESTIONS [50 MARKS]

Answer any two questions from this section

Question 1 **(25 marks)**

Discuss any five (5) of the roles played by the Human Resources department as a change of agent **(25 marks)**

Question 2 **(25 marks)**

Responding positively to a changing environment
An AGFA case study

Introduction

When a new technology comes along that is capable of improving dramatically the products of a whole industry, every firm in that industry has vital strategic decisions to make. It must ask itself:

- How far and how quickly should we amend or abandon our present products?
- How far and how quickly should we embrace the new technology?
- Are we big enough and capable enough to accomplish all the essential changes on our own?
- How can we come out of this time of change stronger than we went in? Once taken, these key decisions have to be implemented.

Technological change > Strategic decisions > Strategic implementation

All this makes for exciting times within the industry, for producers and also for consumers, who also have some adjusting to do.

Imaging is one of the world's growth markets and new technology is making its mark; imaging has 'gone digital'. It is not a complete transformation. Analogue imaging has not been abandoned and still has millions of satisfied consumers. However, the industry will move on. This is because the new technology:

- is genuinely innovative

- has undeniable advantages in some key aspects
- has been shown to work
- is proving reliable
- is capable of further development
- will become cheaper in the long run.

The pace of change is accelerating. Abandoning former practices and establishing new ways of working is generating not only excitement, but also stresses and tensions. The new technology requires new skills, new attitudes and new approaches from both producers and consumers.

This case study looks at how AGFA, a leading player, is taking full advantage of the digital revolution. The company is using the new technology as:

- an engine for growing its business
- a means of providing its customers with better product possibilities and with greater flexibility and choice.

Agfa

Agfa is a leading name in the imaging industry. The Agfa-Gevaert Group de-velops, produces and distributes an extensive range of analogue and digital imaging systems. Agfa has divided its operations into three segments.

Segment: **Consumer imaging.**

Activity/Products: Wide range of products using both digital and analogue technologies for taking, processing and manipulating photographs.

Segment: **Graphic systems.**

Activity/Products: A wide range of electronic and photographic systems for the graphics industry, including workflow management systems, scanners and laser image setters.

Segment: **Technical imaging.**

Activity/Products: Medical uses egg X-ray equipment; non-destructive fault testing eg in aircraft and pipelines; industrial imaging for motion pictures; document management systems and micrographics.

Agfa's operations involve a high level of innovation. The company's willingness and ability to work at the leading edge of technology help to make it a leader in its field.

Read more: http://businesscasestudies.co.uk/agfa/responding-positively-to-a-changing-environment/introduction.html#ixzz45PrePdE0

1. What were the questions needed to be addressed intended in instituting change? **(5 marks)**

2. Identify the main advantages of instituting new technology as cited by AGFA and **(10 marks)**

3. Explain AGFA's products offering in its quest to keep abreast with changing market environment **(10 marks)**

Degree
January-June
Question 3

BOCODOL

SPECIAL EXAMINATION
FC 232 Facets Of Change In The Botswana Environmeı

(25 marks)

Competing in a highly regulated environment

A Camelot case study

Introduction

THE NATIONAL LOTTERY® Most UK citizens are familiar with the National Lottery and its potential for making millionaires of people who manage to select the 'winning' 6 numbers out of the 49 available, at odds of around 14 million to 1. Of course, many people win the smaller prizes; each week there are usually more than 1 million winners from among the 29 million participants.

The National Lottery was launched on 14 November 1994, with the first live draw five days later. Under the Act of Parliament that set it up, the National Lottery is operated under licence by a private sector company. The original 7-year licence to operate the Lottery was awarded to the Camelot Group plc. It then succeeded in winning the license for a further 7 years in December 2000, granted by the National Lottery Commission.

Under the terms of its licence, Camelot is required to operate the National Lottery in an efficient and socially responsible way, protecting both players and the integrity of the lottery, and to ensure that it generates the maximum amount of money for the Good Causes which are

designated by Parliament.

Camelot does not determine which charities and Good Causes receive the revenue it raises. These are The Community Fund, The Millennium Commission, The Sports Councils, The Heritage Lottery Fund, The Arts Councils and New Opportunities Fund. Every week, Camelot passes the money for the six Good Causes, to the National Lottery Distribution Fund, which allocates funds to the 15 distributing bodies. These bodies assess applications and decide what awards should be granted. Nor does Camelot have 'a free hand' in running the lottery. The company is answerable to the National Lottery Commission, which acts as regulator.

Most other developed countries have had a national lottery for many years, so the UK National Lottery is a comparative latecomer. Ever since it began, it has had to compete for players with a range of established national gaming activities such as football pools, bingo and horse race betting. However, because of its association with very big prizes and also with raising money for the Good Causes, it quickly captured the public imagination.

Unique place in the market

Research shows that around 60% of the UK's adult population takes part in the National Lottery at least once a month. Of the people who buy National Lottery tickets, 70% do not currently participate in other forms of gaming. This suggests that the National Lottery has a unique place in the market; it is a clear, distinct product. However, it does not have a captive market. People can choose not to participate, and, like any other product, the Lottery faces the challenge of changing consumer tastes, and needs to be 'refreshed' and given a new look from time to time.

There are many beneficiaries of the National Lottery, including:

- The various prize winners, who share 50% of the total revenue raised
- The Good Causes, which receive around 28%
- The government, which takes around 13% in tax revenues
- 35,000 retailers who sell the tickets and keep 5% of revenues as commission
- Camelot's shareholders (five companies, each with a 20% stake who take around 1% in profit - reducing to 0.5% in January 2002).

As at 1 October 2001, the National Lottery had generated over £10.5 billion for Good Causes, and more than £4 billion for Treasury funds. It had also created 1,222 millionaires. Since its inception, participating retailers have received more than £1.7 billion in commission. For many

small retail outlets, this income (averaging £7,700 each per year) has been the difference between survival and 'going under' in the face of intense retail competition. Clearly, the National Lottery is 'big businesses. There remains the thorny question of just how far, and in what aspects of its operation, it needs to be regulated by government. This case study considers that question.

Adapted from: http://businesscasestudies.co.uk/camelot/competing-in-a-highly-regulated-environment/introduction.html#ixzz45PsDkG79

1. Explain how Camelot was involved in the Socio-Economic, Legal and the beneficiaries of the Camelot Lottery **(10 marks)**.

2. Discuss how Botswana organisations are affected as they pass through change processes by the prevailing Economic, Political and technological environments **(15 marks)**

END OF EXAMINATION