
BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

IN COLLABOURATION WITH

ZIMBABWE OPEN UNIVERSITY

**BACHELOR OF COMMERCE (Human Resources Management and
Industrial Relations)**

ORGANISATION CHANGE AND DEVELOPMENT

OC 232

SESSIONAL EXAMINATION

Marks – 100

Time allowed: 3 Hours

Instructions to candidates:

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 all the 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.

[10 MARKS]

Answer each of the following questions by choosing one alternative that best answer the question.

1. Being a manager, with no environmental uncertainty or threat of competitors' new products, would be relatively simple without _____.
 - a. Government regulations
 - b. Diversity
 - c. Cultural differences
 - d. Organisational change

 2. Managing change is an integral part of _____.
 - a. Top management's job
 - b. Middle-level management's job
 - c. The first-line manager's job
 - d. Every manager's job

 3. Which of the following are reasons why organisations engage in managing change _____.
 - a. To make employees feel inferior
 - b. To become more flexible and to adapt to the changing environment
 - c. To decrease productivity
 - d. An organisation does not need to manage change

 4. Assembly-line technology is changing dramatically as organisations _____.
 - a. Develop new products for the market
 - b. Replace human labour with robots
 - c. Replace old manually controlled machines with newer machines
 - d. Find new markets for their products
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5. Changing human resource management activities to attract and retain health care specialists due to increased needs for those workers is an example of what kind of environmental change factor?
- a. Marketplace
 - b. Technology
 - c. Labour markets
 - d. Economic
6. Global economic pressures force organisations to become more _____.
- a. Price competitive
 - b. Quality conscious
 - c. Cost efficient
 - d. Conservative with raw materials
7. Falling interest rates are an example of what external force?
- a. Marketplace
 - b. Government laws and regulations
 - c. Labour markets
 - d. Economic changes
8. Which of the following is not an internal force of change?
- a. Technology
 - b. Strategy
 - c. Workforce
 - d. Employee attitudes

9. Which of the following is not an external force of change?
- a. Marketplace
 - b. Government laws and regulations
 - c. Economic changes
 - d. Workforce
10. Internal forces that stimulate the need for change tend to originate primarily from the impact of external forces or from _____.
- a. The forces of competition
 - b. Change in technology
 - c. Customer demand for the products the company produces
 - d. The internal operations of the organisation

SECTION B: True /False questions. [10 MARKS]

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

1. Change is an organisational reality.
2. The marketplace is an external force of change.
3. The change in demand for health care technicians is an example of an economic change.
4. Labour markets are an internal force for change.
5. The “calm waters” metaphor of change is consistent with Lewin’s concept of unfreezing, changing, and refreezing.
6. In the “white-water rapids” metaphor of change, managers should expect change at any time, and it may last for unspecified lengths of time.
7. Organisational change can be any alterations in people, structure, or technology.
8. Any manager can be a change agent.
9. Computerization is a technological change that replaces people with machines.
10. Probably the most visible technology changes in recent years have come through managers’ efforts to expand corporate financing.

SECTION C: Short Answer questions.

[30 MARKS]

Answer all the questions from this section.

QUESTION 1

What do you understand by the term 'organisational development (OD)? List and explain any three (3) most popular OD techniques. **(6 marks)**

QUESTION 2

Systematically list any six steps planned change involved in OD. **(6 marks)**

QUESTION 3

List any six (6) key competencies of an OD practitioner. **(6 marks)**

QUESTION 4

Explain any three (3) OD characteristics you are familiar with. **(6 marks)**

QUESTION 5

Contrast incremental, strategic, and transformational change. **(6 marks)**

SECTION D: Essay-type questions.

[50 MARKS]

Answer all the three (3) questions in this section

QUESTION 1

Discuss the external and internal forces that bring about the need for change. **(16 marks)**

QUESTION 2

With relevant examples for each, analyse any four reasons why people resist change. **(16 marks)**

QUESTION 3

Read the case below and answer the questions that follow [18 mark].

The first NZ Pure ice cream was sold in Christchurch, New Zealand in 1984. NZ Pure is now chain of shops situated in nine countries across the world. The ice cream is also available at supermarkets throughout New Zealand and Australia.

The business already has production plants in a number of countries but is now planning to change its growth strategy and move into China Market. The strategy is set up a production plant in China within two years. This is a large investment for NZ Pure. Senior managers are aware that it will have change management issues but have decided on a very short timeline to take advantage of market conditions.

It has become evident that a number of managers will need to move to China for an extended period to set up the factory and train staff. Most managers are unwilling and resistant to this change.

Question

a) Evaluate two leadership styles that could be employed to manage the change in the company's strategy. In your answer you should:

- Explain how the leadership styles would be employed
- Fully explain the possible positive and negative impacts these leadership styles may have on NZ Pure's venture in China
- Come to a justified conclusion as to which leadership style you feel is more effective

END OF THE PAPER
