

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

IN COLLABORATION WITH

ZIMBABWE OPEN UNIVERSITY

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

ORGANISATION CHANGE AND DEVELOPMENT

OC 232

SPECIAL 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) Which of the following statements best describes change management _____.
 - a) An analysis of the external trends impacting on the organisation
 - b) Identification and removal of blockages within the organisation
 - c) Improving the effectiveness of organisations and teams
 - d) All of the above
- 2) Increasing the numbers of employed women and minorities forces managers to pay attention to what change factor?
 - a. Strategy
 - b. Workforce
 - c. Equipment
 - d. Technology
- 3) Labor strikes are an example of what change factor that may encourage a change in management thinking and practices?
 - a. Workforce
 - b. Equipment
 - c. Employee attitudes
 - d. Strategy
- 4) One of the primary views of the change process is _____, while the other view is _____.
 - a. Problematic; encouraged
 - b. Occasional; continuous
 - c. Costly; conservative
 - d. Optimistic; pessimistic
- 5) Lewin's theory is consistent with which view of organizational change?



- a. Continuous
 - b. Contemporary
 - c. Mayo's
 - d. "Calm waters"
- 6) According to Kurt Lewin, which of the following is not a stage in the change process?
- a. Unfreezing
 - b. Changing
 - c. Refreezing
 - d. Restraining
- 7) According to Kurt Lewin, increasing the driving forces, which direct behavior away from the status quo, is a means of doing which of the following?
- a. Unfreezing
 - b. Changing
 - c. Restraining forces
 - d. Refreezing
- 8) The unfreezing step of the change process can be thought of as _____.
- a. Thawing the organization loose from the current status to the new status
 - b. Making the move to the new organizational condition
 - c. Loosening the organization from the old condition and moving it to the new condition
 - d. Preparing for the needed change
- 9) According to Lewin, which of the following is the objective of refreezing?
- a. Directs behaviour away from the status quo
 - b. Hinders movement away from existing equilibrium
 - c. Eliminates the need for future change
 - d. Stabilizes the new situation
- 10) The _____ is consistent with uncertain and dynamic environments.
- a. Calm waters metaphor
 - b. White-water rapids metaphor

- c. Contemporary metaphor
- d. Continuous metaphor

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

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

1. Sensitivity training is a method of changing behavior through unstructured group interaction.
2. Change threatens the investment you've already made in the status quo.
3. One reason people resist change is that it substitutes ambiguity for uncertainty.
4. Negotiation refers to covert attempts to influence, twisting and distorting facts, or withholding information.
5. Never negotiate with employees as a means of overcoming resistance to change.
6. Cooptation refers to covert attempts to influence.
7. Manipulation is the use of direct threats.
8. A major disadvantage of coercion is that it is may be illegal.
9. Cultural change is easier when the organizational culture is strong.
10. A leadership change can facilitate cultural change.

SECTION C: Short answer questions. [30 MARKS]

Question 1

State the major reasons individuals resist change? How can organisations deal with resistance?
(9 marks)

Question 2

Identify any four behavioural reactions to change. Describe the behavioural signs of each reaction, and identify an organizational strategy for dealing with each reaction. **(8 marks)**

Question 3

Explain force field analysis and its relationship to Lewin's change model. **(6 marks)**

Question 4

Define an external change agent. State the advantages of using an external change agent as opposed to an internal change agent. **(7 marks)**

SECTION D: Essay-type questions.

[50 MARKS]

Answer all the questions in this section.

Question 1

Define creativity and innovation. Discuss the three sets of variables that have been found to stimulate innovation. **(12 marks)**

Question 2

Analyse any five requirements for successful organisational change. **(10 marks)**

Question 3

Evaluate Lewin's three phases of organisational change. **(15 marks)**

Question 4

Compare and contrast the different types of organisational change. **(13 marks)**

END OF THE PAPER