

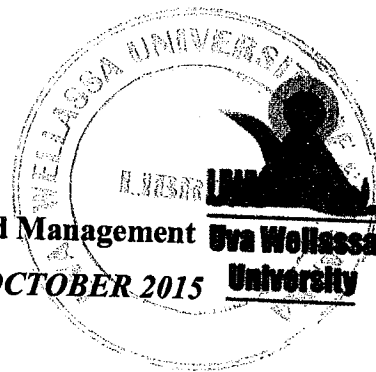
Uva Wellassa University

Faculty of Management

Degree of Bachelor of Business Management in Entrepreneurship and Management

THIRD YEAR FIRST SEMESTER EXAMINATION – SEPTEMBER/OCTOBER 2015

EMG 371-3 Management of Change in Organization



Instructions to candidates:

No. of pages	: Four (04)
No. of questions	: Eight (08) Essays
Time	: Three (03) Hours
Marks allocated	: 100 Marks

Answer only six questions including question no 01.

01. Read the following scenario and answer the questions.

The T Aerospace Company is in the early stages of planning the development of its latest commercial jet, the 007. The aircraft industry is a fiercely competitive one, dominated by a few large global players who operate at the forefront of technology. In this industry, competitors quickly copy and advance in technology or new management technique that might provide them with competitive edge. Some of the T Aerospace Company's competitors have adopted team working as means of speeding up their development and production processes.

The T Aerospace company is thus considering the adoption of team working in its operations, but some of the traditionalists in the company are doubtful. They are concerned that the benefits of work specialization will be lost. Some of the managers have had negative experiences with team working and so have strong reservations about the proposed changes.

- Explain four (04) key factors involved in making an effective team. (04 Marks)
- Identify the benefits that the T Aerospace Company can gain from team works. (06 Marks)
- Describe the difficulties that the company is likely to encounter in the management of its teams and recommend ways to turn individuals into team players. (10Marks)

(Total Marks 25)

02. Assume that you are a Managing Director of MKB Holding Companies (Pvt.) Limited. Your organization is recently facing huge employees' related issues. Hence, to deal with these issues you have hired one of the external consultants. After the investigation, he has found that the employees of your company have seriously affected by the higher level of stress.

You are required to;

- i) Discuss the potential sources of stress that can be identified in this organization. (07 Marks)
- ii) As the Managing Director of MKB Holding Companies (Pvt.) Limited. Explain the actions you will take to solve above mentioned issue. (08 Marks)

(Total Marks 15)

03. "Motivation is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining goal".

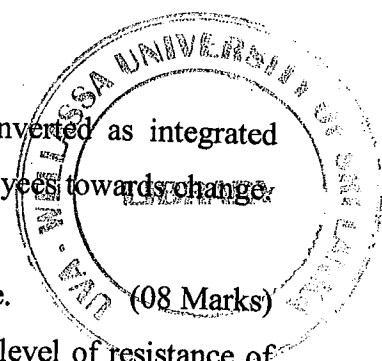
- i) Explain the term "inequity" in motivation and five ways that an employee can choose to deal with the inequitable situation. (06 Marks)
- ii) Assume that you are a Human Resource Manager of Blue Heaven (Pvt.) Ltd. Your organization has been facing higher employee turnover issues for the last two years. As a Human Resource Manager how you will motivate your employees to retain with your organization? (09 Marks)

(Total Marks 15)

04. "Communication is the process by which information is exchanged and understood by two or more people, usually with the intent to motivate or influence behavior".

- i) Discuss the basic functions of communication with appropriate examples. (06 Marks)
- ii) "Communication channels provide the means for information to pass in various directions". To which extent do you agree with this statement? Justify your answer. (09 Marks)

(Total Marks 15)



05. Assume that all functions of your organization are going to be converted as integrated computerized functions. This resulted in higher resistance among employees towards change.

- i) Discuss the reasons for why employees are resisting towards this change. (08 Marks)
- ii) Evaluate different techniques that a manager can use to minimize the level of resistance of change. (07 Marks)

(Total Marks 15)

06. "Perception is the process of receiving information about and making sense of the world around us".

- i) Explain the term "Social Perception" and the problems related to social perception. (06 Marks)
- ii) Discuss the factors which influence on perceptual selectivity. (09 Marks)

(Total Marks 15)

07. "Conflict is an interactive process manifested in incompatibility, disagreements or dissonance between or within the social entities".

- i) Differentiate the functional outcomes from the dysfunctional outcomes of the conflict. (06 Marks)
- ii) Assume that you are a Human Resource Manager of ABC (Pvt.) Limited. Recently you have found that there is a serious conflict going on between two groups in your organization due to the cultural differences among the group members.

Discuss different techniques that you can approach to minimize the level of above mentioned conflict.

(09 Marks)

(Total Marks 15)

08. "Leadership is considered as the ability to influence a group toward the achievement of a vision or set of goals".

i) "A good leader is not necessarily a good manager". Do you agree with this statement? Justify your answer. (06 Marks)

i) Explain the Hersey and Blanchard's Situational Leadership Model with appropriate examples. (09 Marks)

(Total Marks 15)