



Uva Wellassa University

Faculty of Management

Degree of Bachelor of Business Management in Entrepreneurship and Management

3rd YEAR 1st SEMESTER EXAMINATION – FEBRUARY/MARCH 2011

EMG 371 -3 Management of Change in Organizations

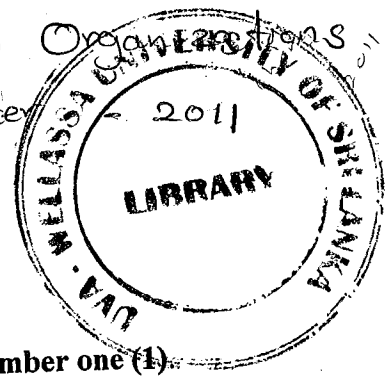


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Part C – Essay Questions

Answer only Three (03) questions from Part C including question number one (1).

Total marks for Part C – 50

1. Read the following case study and answer the questions given below.

Man behind Apple Inc

Steve Jobs is a co-founder of Apple Company in 1976. Steve Jobs is famed for his ability to give speeches and captivate the audience's attention. He is able to captivate his employees and audience with the ability of an evangelist.

Interestingly, when presenting the new Apple product "iPad" he would sit down on a couch as some of us would have at home and create a scenario that helps the viewer and listener to imagine a Sunday-morning scene at home, using this new product while reading a paper. Jobs then also started by opening the web pages of an American newspaper. By creating these stories in our head he communicates the advantages of his products most efficiently. He is a gifted speaker with a strange ability to confound his employees and the public with an almost evangelistic delivery.

Steve Job's technical knowledge might not be that of his engineers, however, Steve Jobs has been the founder of Apple together with Wozniak, and together they developed the very first hardware. Certainly Steve Jobs understanding of the technologically possible combined with a visionary gift help him to develop his visions and then efficiently communicate them, for execution, to his employees. He has been successful in whipping up the enthusiasm of his employees (job involvement) to achieve more by doing seemingly impossible tasks, and also convince customers to buy Apple products.

Because of his quest for perfection, Steve Jobs has domineering presence which makes some of the employees fear him. This would let people assume that his consideration level is rather low and his initiating structure level appears rather high. According to Steve Job, "My job is to not be easy on people. My job is to make them better. My job is to pull things together from different parts of the company and clear the ways and get the resources for the key projects." He appears to lack the humane qualities. However he practices empowerment and has a strong vision. Job says

"It is generally not Apple's policy to trumpet our plans for the future; we tend to talk about the things we have just accomplished".

a) Briefly explain the leadership traits identifiable from the given case study?
(6 marks)

b) What type of a leadership style is reflected by the career of Steve Job? Transformational, charismatic or transactional? Justify your answer.
(9 Marks)

c) It is said that "Subordinates of Steve Job might be varying in their readiness level". Explain the possible alternatives available to Steve Job in leading the subordinates in accordance with Hersey and Blanchard's situational theory?
(15 Marks)

2. Personality Job Fit Theory has been received an important attention in the management field.

a) What is this theory?

b) How would the theory impact on an organizational performance?

(10 Marks)

3. Group works have been at the focus of increasing the organizational performances of modern businesses

a) What do you understand by group works? Do you agree with the above statement? Why or why not?

b) Discuss the main dimensions that a manager should take into the consideration in formulating work groups.

(10 Marks)

4. Clayton Alefer proposed a modification of Maslow's theory in an effort to simplify it and respond to criticisms of its lack of empirical verification.

a) What are the limitations of Maslow's hierarchy of needs theory?

b) Explain how ERG theory differentiated from Maslow's hierarchy of needs theory?

(10 Marks)