

OLLSCOIL NA hEIREANN, GAILIMH
NATIONAL UNIVERSITY OF IRELAND, GALWAY

SEMESTER 1 EXAMINATION 2002/2003

B. COMMERCE DEGREE
THIRD B.E.
FOURTH B.Sc IN INFORMATION TECHNOLOGY

Management of Organisational Change (MG315)

Professor R. Green
Professor Jonathan Winterton
Ms. M. Maloney

Time allowed: 3 hours

Instructions:

- Complete three of six questions.

1. We discussed four approaches to management: Classical, Human Relations, Contingency and Cultural-Excellence. Describe the approach that you think the management of Guinness (or another organisation that is familiar to you) should adopt. What difficulties might the organisation likely to encounter if it adopts this approach?
2. Is change at Guinness planned or emergent? Why do you think that the management at Guinness approaches change in a particular way?
3. Compare and contrast any model of leadership with Finbarr Flood's presentation or speech, 'Leadership – Making the Vision a Reality.' Does the model adequately reflect the necessary and sufficient elements of leadership?
4. Consider Guinness (or another organisation that is familiar to you). Is the managerial frame of reference characterised by unitarism or pluralism? Is the trade union response militant or moderate?
5. Read the article, 'Gardai in revolt over penalty points plan.' What problem is the Transport Minister attempting to solve? Is this a 'difficulty' or a 'mess'? Is the approach taken by the Minister to implement change 'hard' or 'soft'? Was the approach appropriate given the nature of the problem?
6.
 - a. During the semester, you worked in groups. Evaluate the strengths and weaknesses of this model of work. Based on this experience, if in the future you are required to work in groups, what will you do differently?
 - b. Your continuous assessment required both primary and secondary research. How do these two types of research differ? What problems did you have with each type of research? In what circumstances are both types of research necessary?

Gardai in revolt over penalty points plan

Martha Kearns

TRANSPORT Minister Seamus Brennan is facing a virtual revolt by gardai over his plan to introduce a manual penalty points scheme.

It was described as hamfisted, unprofessional and unworkable last night by a spokesman for rank-and-file members of the force.

The amazing attack came just three days before the scheme is introduced for speeding offences. It is to be operated manually because an appropriate computer system is not yet in place.

The Garda Representative Association (GRA) last night became the second of the two police bodies to rubbish the plan, claiming that no proper preparation had been made for its introduction.

GRA President Michael Kirby said gardai had received no training, no briefing and no information on the system which they have to enforce.

"It's like saying it will be all right on the night but not bothering to have any rehearsals," he said. "It's like something from the dark ages, not the modern era of communication and consultation."

He condemned the Department for Transport's

approach to its introduction as "hamfisted" and "unprofessional" and claimed the members of the force had been "ignored".

His comments come less than a week after the Association of Garda Sergeants and Inspectors dismissed the controversial scheme, which will be introduced on Thursday, as "excessively bureaucratic" and a waste of resources.

INSIDE: Pay the penalty
Points will hit insurance, Page 6

And just days ago, district court Judge William Early said the system could be open to a constitutional challenge.

Mr Kirby called on the minister to delay the scheme until gardai have been properly briefed.

"We have received no training, no consultation, no briefing and no information," he said. "We are being kept in the dark totally about this yet our members are the ones expected to implement this."

"It's haphazard and hardly professional."

"Logic dictates that if you are introducing any new initiative, then the first thing you do is to brief the members who are expected to implement it, not keep them in the dark. Somebody needs to answer why this was not done."

He said it was impossible to know if the manual scheme could be implemented as he did not know what it entailed. He doubted whether it was possible to brief gardai in the next two days.

He added that the GRA was fully behind the concept of penalty points and other measures that might reduce carnage on the roads. "If they had briefed us, we would not have tried to stop it but rather streamline it," he said.

Labour's spokeswoman on transport Joan Burton called on the Taoiseach to intervene immediately and call a summit of the Garda Commissioner, the ministers for Transport and Justice, the district court judges and gardai representatives. "The message has to be clear before Thursday that the law will be enforced and that the gardai are fully prepared and trained to implement it. This is a dreadful start to a vitally important initiative."