

**Semester I Examinations, 2003/2004**

Exam Code(s)	<u>3BC1, 4BC2, 4BC3, 4BC4, 4IF1, 1EM1, 1OA1</u>
Exam(s)	<u>3<sup>rd</sup> Commerce</u>
Module Code(s)	<u>MG 315</u>
Module(s)	<u>Management of Organisational Change</u>
Paper No.	<u>1</u>
Repeat Paper	<u>Special Paper</u>
External Examiner(s)	<u>Professor Jonathan Winterton</u>
Internal Examiner(s)	<u>Professor Roy Green</u> <u>Ms. Maureen Maloney</u>

**Instructions:**

- Answer any **two** questions. Each answer will be marked equally.
- Answer each question on a **separate** answer book.

Duration	<u>2 hours</u>
No. of Answer books	<u>2</u>

**Requirements:**

Handout	<u>                    </u>
MCQ	<u>                    </u>
Statistical Tables	<u>                    </u>
Graph Paper	<u>                    </u>
Log Graph Paper	<u>                    </u>
Other Material	<u>                    </u>

No. of Pages	<u>1</u>
Department(s)	<u>Management</u>

**OLLSCOIL NA hÉIREANN, GAILLIMH  
NATIONAL UNIVERSITY OF IRELAND, GALWAY**

**SEMESTER I EXAMINATIONS, 2003/04**

**THIRD YEAR B.COMM EXAMINATION**

**MG315 Management of Organisational Change**

**Professor Jonathan Winterton  
Professor Roy Green  
Ms. Maureen Maloney**

**Time Allowed: 2 hours**

**Each question will be marked equally**

**Answer each question on a separate answer book**

***Question 1***

Much has been written about corporate culture and its ability to either facilitate or block change. Consider Tesco Ireland or another organisation familiar to you. Assess the impact of culture on the organisation's attempts to initiate change. Suggest ways that this organisation can adapt (or has adapted) its culture in order to increase its effectiveness.

***Question 2***

Describe the criteria an organisation should use to select either a 'hard' or a 'soft' systems models for change? Discuss the most significant similarities and differences between the two models.

***Question 3***

Do you agree with the following statement? 'Organisations should always consult with employees before change is implemented.' Outline arguments that support and challenge this statement before reaching a conclusion.

***Question 4***

Using models or concepts, explain the importance of power and politics at Tesco Ireland or another organisation familiar to you. How can the models or concepts help in overcoming potential barriers to change?

***Question 5***

Discuss any fundamental differences between the Classical Approach and the Human Relations Approach? How can knowledge of these approaches improve our understanding of organisational change?