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OLLSCOIL NA hÉIREANN, GAILLIMH
NATIONAL UNIVERSITY OF IRELAND, GALWAY

SEMESTER II EXAMINATIONS, 2004-05

Master of Business Studies Marketing
Master of Ergonomics & Occupational Health
Master of Information Technology

MG549 & MG527 Managing Organisational Change

Professor Jonathon Winterton
Professor Roy Green
Ms. Fiona Sheridan
Ms. Sharon Fitzpatrick

Time Allowed: **Three** Hours

Answer **three** questions.

You must answer at least **one** question from Part A and **one** question from Part B.

Each answer will be marked equally.

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

PART A

Question 1

Leaders can help foster a culture that provides answers to important questions regarding external adaptation and internal integration.

Critically evaluate this statement.

Question 2

Define the term "motivation".

Critically evaluate one *Need / Content Theory of Motivation* in terms of its relevance to the success of business organisations.

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Question 3

"In the high performance organisation, information is viewed as a tool, not a privilege" (Morley et al, 2004).

Discuss the role of the communications function in leading-edge organisations.

Question 4

Discuss some of the political issues that affect the behaviors of the CEOs of business organisations

PART B

Question 5

In respect of one of the following –

- Information Technology
- Occupational Health & Ergonomics
- Marketing

discuss why a knowledge of organisational change is useful. In your answer refer to the difficulties of implementing change effectively.

Question 6

Write about an intervention of your choice. Include reference to when it would be used; what outcome measures might apply and suggest why the activities involved would drive these outcomes.

Question 7

Assume you have been asked by your superior to lead a major organisation change process. What conditions would you look for in terms of creating a temporary structure and appropriate steering functions?

Question 8

Write notes on two of the following:

- Organisation culture and change
- The role of the OD consultant
- Beer & Norhia's proposals for combining hard and soft approaches to change
- Transformational and emergent change