

Ollscoil na hÉireann, Gaillimh
National University of Ireland, Galway
Summer Examinations, 2004/2005

M.B.S. DEGREE:
INDUSTRIAL RELATIONS AND HUMAN RESOURCE MANAGEMENT
MG 564 - MANAGING ORGANISATIONAL CHANGE

Professor Jonathan Winterton
Professor Roy Green
Dr. Roger Dean
Ms. Maureen Maloney

Time Allowed: Three Hours

Answer **three** questions. Each answer will be marked equally.
Answer as least **one** question for **Part A**, and **one** question from **Part B**.
Answer each question on a **separate** answer book.

Part A

Question 1

How can an organization use the principles of operant conditioning to reduce incidents of absenteeism and encourage punctuality?

Question 2

An economics lecturer asked your advice, as an MBS student, about how to motivate her undergraduate students. With reference to equity theory, goal setting theory, and expectancy theory, what would you advise?

Question 3

How would you respond to a manager who claimed that leadership is something you do. It takes no special talents just a good management training program?

Question 4

The Bank of Galway is planning to redesign the bank to increase the job satisfaction and motivation of their tellers and clerical employees. With reference to the job characteristics model, what would you suggest?

PART B

Question 5

Evaluate the following statement. 'Kotter and Cohen suggest that there is 'one best way' to conduct large-scale change.' Compare this view with other writers in this field.

Question 6

Do you have to be at the top of the organisation in order to plan and implement change? What should a person in the middle of the organisation consider before s/he assumes the role of change agent?

Question 7

What role, if any, does communication play within the change process? Using personal experience and/or case studies, discuss the impact of communication on both successful and unsuccessful change efforts.

Question 8

We have looked at the concept of employee participation in the process of change from the perspective of several different authors including Kotter & Cohen, Cummings & Worley, Dunphy & Stace, Collins, Kerr, and Burnes & James. Compare and contrast the views expressed by authors in at least two readings. Which author(s) express a view that you consider to be relevant? Why?