

**Ollscoil na hÉireann, Gaillimh**  
**National University of Ireland, Galway**

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**Semester 2 Examinations, 1999/2000**

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**MASTER OF BUSINESS ADMINISTRATION**

**CHANGE MANAGEMENT II – MG 523**

**Professor P. Willman**  
**Professor R. Green**  
**Dr. L. Smyth**

**Time allowed: TWO hours**

**THREE questions to be attempted**

**ALL QUESTIONS CARRY EQUAL MARKS**

1. The organisation development literature suggests that it is important to conduct a diagnosis of an organisation prior to attempting to change it. Compare Morgan's (1986, 1993) use of metaphors as an aid to diagnosis with a traditional diagnostic approach, indicating your view as to the advantages of each approach.

2. a) Outline the economic circumstances that suggest to companies that they become 'learning organisations'

AND

b) describe three sub-systems of a company in which the differences between a learning company and a non-learning company are apparent.

3. A company has asked you for advice on the following problem: It is clear to them that some of their divisions have greater expertise in product development than others. They wish to transfer the product development knowledge from the more expert divisions to the less expert, bearing in mind that the latter may have superior expertise in other domains which could be transferred in the reverse direction. What advice would you give?

4. Write on the question of whether there is a distinction between continuous improvement and innovation and any implications for change management of accepting such a distinction.

5. Critically examine the concept of planned change, drawing on the notion of positive and negative feedback loops and the validity of the distinction between organisation and environment.