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**FINAL EXAMINATION  
JANUARY 2019 SEMESTER**

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<b>SUBJECT CODE</b>	<b>:</b>	<b>MQC708</b>
<b>SUBJECT NAME</b>	<b>:</b>	<b>QUALITY AND CHANGE MANAGEMENT</b>
<b>LEVEL</b>	<b>:</b>	<b>MASTER'S DEGREE</b>
<b>TIME / DURATION</b>	<b>:</b>	<b>3.00 PM – 6.00 PM (3 HOURS)</b>
<b>DATE</b>	<b>:</b>	<b>3 MAY 2019</b>

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**INSTRUCTIONS TO CANDIDATES**

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1. Please read the instructions given in the question paper **CAREFULLY**.
  2. This question paper is printed on both sides of the paper.
  3. This question paper consists of **ONE (1)** section.
  4. There are **SIX (6)** questions. Answer any **FIVE (5)**.
  5. Please write your answers in the answer booklet provided.
  6. Answer all questions in English.
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**THERE ARE THREE (3) PAGES OF QUESTIONS, EXCLUDING THIS PAGE.**

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## **INSTRUCTION : ANSWER FIVE (5) QUESTIONS ONLY.**

**Please use the answer booklet provided.**

### **Question 1**

Several decades ago, senior executives in large companies had a simple goal for themselves and their organizations - stability. Shareholders were happy with predictable earnings growth. Because many markets were either closed or undeveloped, leaders could meet these goals by means of annual exercises that saw only modest modifications to their strategic plans. Prices stayed in check, people stayed in their jobs, life was good. Market transparency, labor mobility, global capital flows, and instantaneous communications have radically changed this comfortable scenario. In most industries and companies, from giant conglomerates to small businesses — heightened global competition has concentrated managements' collective minds on something that, in the past, they have happily avoided - change. Successful companies, as Harvard Business School Professor Rosabeth Moss Kanter in 1999 indicated, develop "a culture that just keeps moving all the time."

Given that change is constantly taking place around us, discuss any **FIVE (5)** changes that have affected almost all organizations in the past two decades.

**(20 Marks)**

### **Question 2**

Change usually occurs as a reaction to specific problems or opportunities an organization is facing and which have been created by internal or external stimuli. While the idea of becoming "more competitive", "closer to the customer" or "more efficient" can be the motivation and catalyst for change, at some point these goals must be transformed into the specific impacts on processes, systems, organization structures or job roles. It is not enough to merely prescribe the change and expect it to happen; creating change within an organization is hard work and an understanding of what will actually take place to make the change happen is imperative. A Top-down approach to change management is a popular approach as it gives top management the authority to initiate change in an organization and it is within their control. However, this approach is not without drawbacks.

Discuss any **FIVE (5)** shortcomings or drawbacks of a Top-down approach to managing change.

**(20 Marks)**

### **Question 3**

One of the most difficult and challenging problems business executives face is their employees' resistance to change. Such resistance can take a number of forms—persistent reduction in output, an increase in the number of "quits" and requests for transfers, quarrels,

hostility, wildcat or slowdown strikes, and, of course, the expression of a lot of pseudo logical reasons why the change will not work. Even the more petty forms of this resistance can be troublesome. All too often, when executives encounter resistance to change, they “explain” it away by quoting the cliché that “people resist change” and never look further. Yet change must continually occur in industry. Resistance to change is understood to be a natural phenomenon. However, we must bear in mind that people have a natural instinct to adapt to their environment and this is the first step to effective management of change. Managers should, therefore, instead of attempting to implement changes, try to understand the source or sources of the resistance.

Discuss any **FIVE (5)** reasons why resistance to change occurs in an organization.

**(20 Marks)**

#### **Question 4**

There is the organizational change which occurs over a long-period of time and requires considerable planning and implementation. Popularly known as organizational development (OD), organizational change is considered to be a modern approach to the management of change. OD is a long-term, more encompassing change approach which moves the entire organization to higher levels of functioning while improving greatly the performance and satisfaction of organization members. OD has been seen as a system-wise process. OD typically occurs through collaboration of organization members and change agents using behavioral science theory, research and technology. OD then, is an attempt to use the concepts and methodologies of applied behavioral sciences (psychology, sociology, anthropology, and social psychology) to help organizations develop and maintain their employees' and their companies' wellbeing.

There are several techniques that organizations can use to undertake OD initiatives. Discuss any **FIVE (5)**.

**(20 Marks)**

#### **Question 5**

An important part of making change successful is to have a thorough understanding of the stakeholders. These stakeholders range from the janitor at the bottom of the tree to the CEO of a multinational company at the top. Stakeholders are people who have some form of interest in the change, whether they are the targets of the change, managers or other interested parties. A stakeholder has an interest, or “stake,” in the success or failure of a business and/or its projects. If a business folded tomorrow, these people would be affected in some way. Stakeholders are not just limited to those who work directly for a company. A business's influence permeates through several layers, affecting employees of vendors, for instance, or other companies in the same community. But having a stake in the business's success doesn't necessarily entitle a person to the same consideration as someone who is closely connected to the business itself. A lack of stakeholder management is one of the key reasons why change projects fail, so understanding them and ensuring they are addressed in all plans and activities is critical.

Assuming that you are the CEO of a large company and you and your board members are planning to make significant changes to the company, discuss any **FIVE (5)** ways you could find out how your stakeholders feel about the change.

**(20 Marks)**

### **Question 6**

Organizational environments are composed of forces or institutions that surround an organization and affect its performance, operations, and resources. It includes all the elements that exist outside of the organization's boundaries and have the potential to affect a part or all of the organization. Examples include government regulatory agencies, competitors, customers, suppliers and public pressure. The environment consists of both specific and general forces. Specific forces directly affect an organization's ability to obtain resources. General forces shape the specific environment and affect the ability of all organizations in a particular environment to obtain scarce resources. Environmentally dependent organization perspectives encompass many individual perspectives including the population-ecology perspective, resource dependence perspective, contingency perspective, institutional perspective and the evolutionary perspective.

Describe each perspective and support your descriptions with examples.

**(20 Marks)**

**END OF QUESTIONS**