



# SLIATE

SRI LANKA INSTITUTE OF ADVANCED TECHNOLOGICAL EDUCATION

(Established in the Ministry of Higher Education, vide in Act No. 29 of 1995)

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**Higher National Diploma in Management**  
**Second Year, Second Semester Examination – 2016**  
**MAN 2216 – Managing Organizational Change**

**Instructions for Candidates:**  
**Answer any five (05) questions only**

No. of questions : 06  
No. of pages : 03  
Time: **Three (03) hours**

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**Question 01**

- (i) What does it mean by “Organization” and Organizational Change”? (05 Marks)
- (ii) Briefly explain the different types of change situations. (06 Marks)
- (iii) “Internal changes can often be seen as changes in response to influences in the organization’s external environment”.
- a) Discuss what the external environmental forces affect changes are?
- b) Explain with examples how organizational external environment affect the organizational changes.

(09 Marks)

**[Total 20 Marks]**

**Question 02**

- (i) Briefly explain the varieties of change explained by “Tushman et al (1986)(06 Marks)
- (ii) Explain the following scale of change proposed by Dunphy and stage’s.
- a) Fine – Tuning and Modular transformation (04 Marks)
- b) Corporate Transformation. (03 Marks)
- (iii) Discuss the steps in “Change Process”. (07 Marks )

**[Total 20 Marks]**

### Question 03

- (i) Define the term “Organizational Structure”? (03 Marks)
- (ii) Identify the four major characteristics of bureaucratic organization structure. (02 Marks)
- (iii) Organization structures can be developed according to the departmentalization based on functional, product or service, location, process and customer serve by the organization. Explain two of them. (05 Marks)
- (iv) What are the advantages and disadvantages of “Matrix Structures”? (05 Marks)
- (v) Now many organizations are moving to organic organization design as network structure from the traditional mechanistic organization design. Do you agree? Justify your answer. (05 Marks)

### Question 04

- (a) Given below are four characteristics of organizational culture according to Browns (1995). Briefly explain any three characteristics of “Organisational Culture” with examples. (09 Marks)
- (i) Cultural artefacts and norms.
  - (ii) Beliefs, values, and attitudes.
  - (iii) Rites, rituals, Ceremonies and celebrations.
  - (iv) Basic assumptions, symbols and stories.

**OR**

- (b) Briefly explain the five characteristics of “Organisational Culture” with examples according to Robbins S.P (2005)
- (ii) Mention the Hofstede's dimensions of national culture (03 Marks)
- (iii) A good leader can be a successful change agent to achieve the organizational planned change.
- a) Define the term Leadership. (03 Marks)
- b) Identify the characteristics or qualities of a successful leader. Support your answer with examples (05 Marks)

**[Total 20 Marks]**

### Question 05

- (i) Define the terms “Power” and “Politics” (06 Marks)
- (ii) List the benefits of “Distributive Leadership” to senior managers. (04 Marks)
- (iii) Conflict has positive as well as negative impact on organizational performance. Do you agree? Explain (05 Marks)
- (iv) Define the concept of organizational Development (OD approach) mentioned in the soft system model of change (05 Marks)

**[Total =20 Marks]**

### Question 06

Briefly explain any four of the following.

- (i) The Managerial Grid
- (ii) Transactional and Transformational Leader
- (iii) The organisation as a system
- (iv) Overcoming resistance to change
- (v) Charismatic power and Legitimate power.
- (vi) Cultural web
- (vii) Sources or reasons for conflicts.

(05 Marks per each)

**[Total =20 Marks]**