

Uva Wellassa University

Faculty of Management

Degree of Bachelor of Business Management in Entrepreneurship and Management

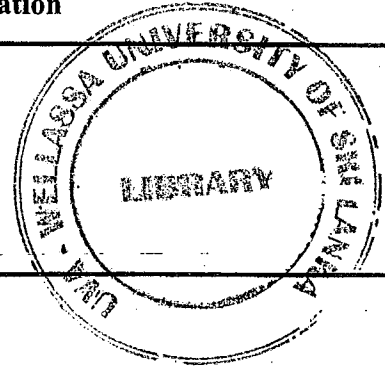
THIRD YEAR FIRST SEMESTER EXAMINATION – JUNE/JULY 2017

EMG 371-3 Management of Change in Organization



Instructions to candidates:

No. of pages : Four (04)
No. of questions : Six (06) Essays
Time : Three (03) Hours
Marks allocated : 100 Marks



Answer only five (05) questions including question number 01

01. Read the following case carefully and answer the given questions.

Milindi Perera was no longer speaking to Arvinda Silva. She had been distrustful of him since her first day at Alton Products, he had always seemed distant and unfriendly. She thought at first that he accepted her MBA degree, her fast rise in the company, or her sense of purpose and ambition. But she was determined to get along with everyone in the office, so she had taken him out to lunch, praised his work whenever she could. But all that ended with the appointment of the new Midwest marketing director. Milindi had had her sights on the job and thought her chances were good. She was competing with three other managers on her level. Aravinda was not in the running because he did not have a graduate degree, but his voice was thought to carry a lot of weight with the top of self-confidence. Milindi had less seniority than any of her competitors, but her division had become the leader in the company, and upper management had praised her lavishly. She believed that with a good recommendation from Aravinda, she would get the job.

But Sumith Alwis received the promotion and moved to America. Milindi was shocked. It was bad enough that she did not get the promotion, but she could not stand the fact that Sumith had been chosen. She and Aravinda had taken to calling Sumith "Mr. Intolerable" because neither of them could stand his arrogance. She felt that his being chosen was an insult to her, it made her rethink her entire career. When the grapevine confirmed her suspicion that Aravinda had strongly influenced the decision, she determined to reduce her interaction with Aravinda to a minimum level. Relations in the office were very chilly for almost a month. Aravinda soon gave up trying to get back in Milindi's favor, and they began communicating only in short,

unsigned memos. Finally, Willson Aththidiya, their immediate boss, could tolerate the hostility no longer and called the two in for a meeting. "We are going to sit here until you two become friends again," he said, "or at least until I find out what's irritating you." Milindi resisted for a few minutes, denying that anything had changed in their relationship, but when she saw that Aththidiya was serious, she finally said, "Aravinda seems more interested in dealing with Sumith." Aththidiya came to the rescue.

"If you're upset about that promotion, you should know that Aravinda had nothing but praise for you and kept pointing out how this division would suffer if we buried you in America. With your bonuses, you're still making as much as Sumith. If your work here continues to be outstanding, you'll be headed for a much better place than America." Embarrassed, Milindi looked at Aravinda, who shrugged and said, "You want to go get some coffee?"

Over coffee, Milindi told Aravinda what she had been thinking for the past month and apologized for treating him unfairly. Aravinda explained that what she saw as unfriendliness was actually respect and something like to fear. He viewed her as brilliant and efficient. The next day, the office was almost back to normal. But a new ritual had been established. Milindi and Aravinda took a coffee break together every day at ten. Soon their teasing and friendly competition loosened up everyone they worked with.

- i. Explain the term "Grape Vine". (03 Marks)
- ii. According to the case study, what is the impact created by informal communication within the organization? (08 Marks)
- iii. Discuss barriers for an effective communication within the organization with relevant examples. (09 Marks)

(Total Marks 20)

02:

- i. Organizational design is the process of choosing and implementing a structural configuration.

Explain the characteristics of any of the modern organizational designs.

(10 Marks)

- ii. Organizational Behaviour is a field of study that provides managers with information on how to improve organizational efficiency.

Discuss the critical issues confronting managers in organization for which Organizational Behaviour offers some solutions or meaningful insights into their management.

(10 Marks)

(Total Marks 20)

03. "Change is an inevitable and constant feature. It is an inescapable part of both social and organizational life and we are all subject to continual change of one form or another.

- i. Discuss why employees are showing their resistance towards the proposed change.

(10 Marks)

- ii. Discuss the strategies that the management can take to ensure that employees are better able to respond positively to change.

(10 Marks)

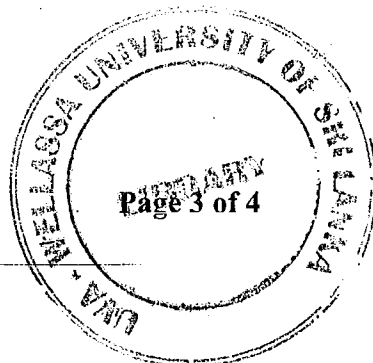
(Total Marks 20)

04.

- i. Provide a brief summary of three domains of leadership. (10 Marks)

- ii. Critically discuss the importance of having a good leader to manage the organizational change. (10 Marks)

(Total Marks 20)



05.

- i. Describe the factors affecting on a team effectiveness in an organization

(10 Marks)

- ii. Critically discuss how diversity and personality among team members will enhance the superior performance of the team activities.

(10 Marks)

(Total Marks 20)

06.

- i. Explain the attribution mistakes that can be made by individuals when they find the cause of actions for others or their own behaviour with practical examples.

(10 Marks)

- ii. Discuss the internal and external factors that can influence on individual perceptual selectivity with relevant example.

(10 Marks)

(Total Marks 20)