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| <b>FACULTY/COLLEGE</b>                            | College of Business and Economics            |
| <b>SCHOOL</b>                                     | School of Management                         |
| <b>DEPARTMENT</b>                                 | Business Management CEP's                    |
| <b>CAMPUS</b>                                     | APB  |
| <b>MODULE NAME</b>                                | Change Management                            |
| <b>MODULE CODE</b>                                | AC1CHMT                                      |
| <b>SEMESTER</b>                                   | First  |
| <b>ASSESSMENT OPPORTUNITY,<br/>MONTH AND YEAR</b> | Final Main Summative Assessment<br>JUNE 2020 |

|                        |              |                    |    |
|------------------------|--------------|--------------------|----|
| <b>ASSESSMENT DATE</b> | 17 June 2020 | <b>SESSION</b>     |    |
| <b>ASSESSOR</b>        | S. Dhliwayo  |                    |    |
| <b>MODERATOR</b>       | G.K Shaw     |                    |    |
| <b>DURATION</b>        | 2 hours      | <b>TOTAL MARKS</b> | 80 |

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| <b>NUMBER OF PAGES OF QUESTION PAPER (Including cover page)</b> | 13 |
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**INFORMATION/INSTRUCTIONS:**

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- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.
  - This examination assesses all the three sections of the module
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**SECTION A****[60 MARKS]****QUESTION 1**

Planning and budgeting, forms part of:

- A. B & C
- B. Change management
- C. Change control
- D. Change leadership

**QUESTION 2**

Team building and training of groups are techniques used by the \_\_\_\_\_ school of thought in change management.

- A. Individual perspective
- B. Open-systems perspective
- C. Group dynamics perspective
- D. Futuristic management perspective

**QUESTION 3**

Stabilising and reinforcing the new behaviour which supports the change, refers to the \_\_\_\_\_ step in Lewin's change model.

- A. unfreezing
- B. moving
- C. refreezing
- D. transformation

**QUESTION 4**

Which one of the following is not a typical reason why change fails?

- A. Lack of resources
- B. Employee maturity
- C. Faulty thinking
- D. Poor timing

**QUESTION 5**

\_\_\_\_\_ is a planned or unplanned response to pressures and forces.

- A. Change
- B. Change management
- C. Change leadership
- D. Management

**QUESTION 6**

A \_\_\_\_\_ is the difference between the organisation's actual performance and the performance it should have.

- A. Performance appraisal
- B. Performance focus
- C. Performance gap
- D. Performance benchmark

**QUESTION 7**

Corporate reorganisation, a merger or the implementation of new technology are examples of:

- A. Developmental change
- B. Transitional change
- C. Transformational change
- D. Strategic change

**QUESTION 8**

\_\_\_\_\_ change results in continuous improvement.

- A. Developmental
- B. Transitional
- C. Transformational
- D. Strategic

**QUESTION 9**

After the Covid-19 pandemic, there is likely to be a "new world order" for individuals, organisations and governments. This "new normal" will have to be \_\_\_\_\_ by each of these parties or entities.

- A. refrozen and internalised
- B. reinforced
- C. A, B and D are all correct
- D. anchored in the culture

**QUESTION 10**

\_\_\_\_\_ is when conflict exists when parties believe that their aspirations cannot be achieved simultaneously.

- A. Aggressive conflict
- B. Manifest conflict
- C. Latent conflict
- D. Aspiration conflict

**QUESTION 11**

\_\_\_\_\_ is a tool to overcome resistance to change by asking employees to help design the change.

- A. Negotiation and agreement
- B. Participation and involvement
- C. Education and communication
- D. Facilitation and support

**QUESTION 12**

When conducting a force-field analysis, \_\_\_\_\_ is normally seen as a resister against change.

- A. opportunity
- B. survival
- C. loss of identity
- D. excitement

**QUESTION 13**

Employee involvement and teamwork to optimize change is dependent on which of the following key elements?

- A. Rewards & power
- B. Knowledge & skills
- C. Knowledge & information
- D. A, B & C

**QUESTION 14**

Which is the first stage where conflict manifest itself in team development?

- A. Performing
- B. Storming
- C. Forming
- D. Norming

**QUESTION 15**

\_\_\_\_\_ conflict refers to conflict within the individual.

- A. Organisational
- B. Intrapersonal
- C. Interpersonal
- D. Functional

**QUESTION 16**

\_\_\_\_\_ is an ongoing process which enables an organisation to anticipate and respond to its environment during transformation.

- A. Change management
- B. Learning organisation
- C. Strategic management
- D. Marketing

**QUESTION 17**

Conflict \_\_\_\_\_ is when the conflict has been ended by resolution or suppression.

- A. aftermath
- B. conclusion
- C. manifestation
- D. history

**QUESTION 18**

Which stage of how people react to change is when the individual lets go of his/her current situation?

- A. Testing self
- B. Internalising
- C. Looking for meaning
- D. Accepting reality

**QUESTION 19**

The total cost as expressed in the change equation refers to \_\_\_\_\_ and \_\_\_\_\_ costs.

- A. economic; financial
- B. economic; psychological
- C. financial; social
- D. strategic; functional

**QUESTION 20**

\_\_\_\_\_ change results in the emergence of a new state as a result of chaos.

- A. Developmental
- B. Transitional
- C. Transformational
- D. Strategic

**QUESTION 21**

A performance gap refers to the \_\_\_\_\_ and the \_\_\_\_\_.

- A. future; history
- B. current situation; ideal future
- C. opportunities; threats
- D. strengths; weaknesses

**QUESTION 22**

Which of the following can be seen as useful effects of conflict?

- A. Energizes people & demotivate management
- B. A form of communication & unproductivity
- C. Educational experience & form of communication
- D. Aggression & energizes people

**QUESTION 23**

Which one of the following is not seen as an element of the change equation?

- A. Shared vision
- B. Dissatisfaction with the status quo
- C. Dysfunctional conflict
- D. Knowledge of how to do it

**QUESTION 24**

Which one is not seen as a reason why people resist change?

- A. Misunderstanding
- B. Success
- C. Surprise
- D. Peer pressure

**QUESTION 25**

Gender, sexual orientation and ethnicity are seen as the \_\_\_\_\_ dimension of diversity.

- A. Primary
- B. Secondary
- C. Tertiary
- D. Cultural

**QUESTION 26**

Which of the following can be seen as a source of conflict?

- A. Goal incompatibility & communication
- B. Structural relationships & individual differences
- C. Individual styles & work interdependence
- D. All of the above

**QUESTION 27**

During which stage of team development will the team members become more positive about the team as a whole?

- A. Adjourning
- B. Storming
- C. Forming
- D. Norming

**QUESTION 28**

Which can be seen as a competing value that impact on culture of a team, department or organisation?

- A. Organic vs. mechanistic
- B. Motivation vs. animosity
- C. Stability vs. speed
- D. Goal achievement vs conflict

**QUESTION 29**

Which one of the following best describes selective perception?

- A. A biased interpretation of reality
- B. An awareness of the cause of the problem
- C. An indicator of poor timing and scope
- D. Inertia

**QUESTION 30**

\_\_\_\_\_ conflict is when tension is beginning to build between the participants in a conflict situation, although no real struggle has yet begun.

- A. Latent
- B. Felt
- C. Manifest
- D. Perceived

**QUESTION 31**

The first reaction people will have to change can be best described as:

- A. Denial
- B. Shock
- C. Internalising
- D. Accepting reality

**QUESTION 32**

The last reaction people will have to change can be best described as:

- A. Internalising
- B. Shock and depression
- C. Testing own ability
- D. Look for meaning

**QUESTION 33**

The change equation is not based on the following component:

- A. Economic cost
- B. Dissatisfaction
- C. Shared vision
- D. Advancement

**QUESTION 34**

The following is not a reason why people resist change:

- A. Reluctance to change old habits
- B. Loss of security
- C. Fear of economic loss
- D. Impatience

**QUESTION 35**

The following is a reason why people resist change:

- A. Inertia
- B. Employee performance
- C. Manipulation
- D. Awareness of knowledge

**QUESTION 36**

\_\_\_\_\_ is a tool to overcome resistance to change by explaining the need for and logic for change.

- A. Negotiation and agreement
- B. Participation and involvement
- C. Education and communication
- D. Facilitation and support

**QUESTION 37**

A change leader is a person that most likely will rather:

- A. Plan
- B. Budget
- C. Establish direction
- D. Schedule

**QUESTION 38**

\_\_\_\_\_ can be described as forces for the change in a force-field analysis.

- A. Planners
- B. Growers
- C. Drivers
- D. Resisters

**QUESTION 39**

Falling interest rates are an example of what external force?

- A. Marketplace
- B. Government laws and regulations
- C. Labour markets
- D. Economic changes

**QUESTION 40**

Internal forces that stimulate the need for change tend to originate primarily from the impact of external forces or from \_\_\_\_\_.

- A. The forces of competition
- B. Change in technology
- C. Customer demand for the products the company produces
- D. The internal operations of the organization

**QUESTION 41**

\_\_\_\_\_ conflict is destructive because it prevents goal achievement.

- A. Functional
- B. Dysfunctional
- C. Strategic
- D. Organisational

**QUESTION 42**

Which one of the following is not a possible alternative to deal with interpersonal conflict management?

- A. Force
- B. Smoothing
- C. Arbitration
- D. Motivation

**QUESTION 43**

When conducting a force-field analysis, \_\_\_\_\_ is normally seen as a driver for change.

- A. a learning experience
- B. uncertainty
- C. personality change
- D. anxiety



**QUESTION 44**

\_\_\_\_\_ is a form of decision-making in which two or more parties talk with one another in an effort to resolve their opposing interests.

- A. Superordinate goals
- B. Arbitration
- C. Negotiation
- D. Braaing

**QUESTION 45**

Which value element that impact on culture of a team, department or organisation, is seen as being not flexible.

- A. Bureaucratic
- B. Democratic and unstructured
- C. People oriented
- D. Innovative and creative

**QUESTION 46**

Which of the following can be seen as organisational benefits for considering diversity in a changing environment?

- A. Marketing
- B. Perspective taking
- C. Interest in poverty
- D. Intellectual engagement

**QUESTION 47**

The \_\_\_\_\_ will drive the change initiative and provide leadership.

- A. Middle management
- B. Human resources
- C. Change agent
- D. Change steering committee

**QUESTION 48**

A \_\_\_\_\_ as change agent understands change processes and offer advice on how to speed the changes.

- A. Stabiliser
- B. Process helper
- C. Catalyst
- D. Resource-linker

**QUESTION 49**

\_\_\_\_\_ is a process in which a dispute between two parties is submitted to a third party to make a binding decision.

- A. Coaching
- B. Consultation
- C. Arbitration
- D. Mediation

**QUESTION 50**

Transformational change occurs in response to which kind(s) of disruptions?

- A. Industry discontinuities;
- B. Product life cycle shifts
- C. Internal organisation dynamics
- D. A, B & C

**QUESTION 51**

President Ramaphosa's decision to put the country under lockdown due to the Covid-19 pandemic can best be described as \_\_\_\_\_.

- A. Kurt Levin's change directive
- B. Minister Bheki Cele's enforcement duty
- C. a strategic change directive
- D. an operational change directive

## QUESTION 52

A number of governments worldwide have instituted “lockdowns” to manage the transmission of Covid-19. These “lockdowns” are a form of which type of change management strategy?

- A. Transformational change strategy
- B. Transitional change strategy
- C. Developmental change strategy
- D. All of the above

## QUESTION 53

Which one of the following mistakes does not contribute to change management failure?

- A. Allowing too much complacency in the organisation
- B. Failure to create clear and powerful guidelines
- C. Unrestricted vision in terms of future planning
- D. Lack of communication in the organisation

## QUESTION 54

The media has shown a number of incidences where members of the public are confronting security agents (soldiers and police) who were enforcing the “lockdown”. These members of the public are “individuals” \_\_\_\_\_.

- A. whose interests were being threatened by the security agents
- B. whose interests were being threatened by the lockdown
- C. whose interests were being threatened by Covid-19
- D. whom we call change agents

## QUESTION 55

In a change process the people who get things moving, take action, and stimulate the system to react are \_\_\_\_\_.

- A. Bystanders
- B. Leadership
- C. Change initiators
- D. Recipients

## QUESTION 56

Although there are many change models, the successful change process can be summarised into three broad sequential stages;

- A. Unfreeze, prepare and refreeze
- B. Educate, prepare and refreeze

- C. Prepare, implement and reinforce
- D. A, B and C are all correct

## QUESTION 57

Which is the correct order of how people react to change?

- A. Testing self, internalising, looking for meaning and accepting reality
- B. Internalising, looking for meaning, testing oneself and accepting reality
- C. Looking for meaning, accepting reality, internalising, and looking for meaning
- D. Accepting reality, testing oneself, looking for meaning and internalising

## QUESTION 58

Which of the following is not true with respect to organizational changes in the past decade?

- A. Many organizations have become leaner
- B. Technology has been utilized to increase employee productivity
- C. Employee training has helped employees to adapt to and thrive in new work environments
- D. Management has centralised decision making and planning giving non-managerial employees less power in the workplace

## QUESTION 59

Labour strikes are an example of what change factor that may encourage a change in management thinking and practices?

- A. Workforce
- B. Equipment
- C. Employee attitudes
- D. Strategy

## QUESTION 60

In circumstances of incremental change, strategic change is likely to be more successful if:

- A. It is imposed
- B. It is owned by the senior manager
- C. It is internalized and owned by those who will implement it
- D. It is facilitated by management consultants

**SECTION B**

**[20 MARKS]**

**QUESTION 1**

**[20 MARKS]**

The management challenge of change is based on:

**Magnitude, complexity, speed & risk**

Describe how each of these 4 aspects affect the chances of change successfully taking place or not taking place. A maximum of 5 marks will be awarded for the correct explanation of each aspect.

**END OF ASSESSMENT**