

UNIVERSITY OF ESWATINI
FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF POLITICAL AND ADMINISTRATIVE STUDIES

SUPPLEMENTARY EXAMINATION PAPER: JULY, 2019

**TITLE OF PAPER: ORGANIZATIONAL CHANGE AND
DEVELOPMENT**

COURSE CODE: PAD 406

TIME ALLOWED: TWO (2) HOURS

**INSTRUCTIONS: 1. ANSWER TWO QUESTIONS: ONE
QUESTION FROM SECTION 1 AND
ANOTHER FROM SECTION 2**

**THIS PAPER IS NOT TO BE OPENED UNTIL PERMISSION HAS
BEEN GIVEN BY THE INVIGILATOR**

SECTION 1.

1. Define organizational change and development and the three levels where change management occurs, namely: individual, organizational and enterprise change Management Capabilities.

(50 Marks)

2. Discuss how the political, economic, socio-cultural and technological (PEST / EL) analysis can be undertaken to determine external organizational influences that can be used to identify "Big Picture" opportunities and threats.

(50 Marks)

3. Make a comparative analysis of the ADKAR organizational change management and the five stage Kubler-Ross model. Give examples of the kind of organizational changes that can be effected in each.

(50 Marks) (

SECTION 2:

4. Discuss five of the common types of Organizational change processes in organizations.

(50 Marks)

5. John Kotter's identifies four obstacles that need to be eliminated for a successful change management process. Discuss these and the Eight Step Process to Successful Organizational Change.

(50 Marks)

6. Using case analysis, discuss three of the Organizational Development interventions that can be effected to create organizational change.

(50 Marks)

6. Outline the eight essential steps to ensure your organizational change initiative is successful.

(50 Marks)