

UNIVERSITY OF ESWATINI  
FACULTY OF SOCIAL SCIENCE  
BACHELOR OF ARTS (SOCIAL SCIENCE), YEAR 4

FINAL EXAMINATIONS PAPER: OCTOBER 2021

MAIN PAPER

TITLE OF PAPER: ORGANISATIONAL CHANGE & DEVELOPMENT

COURSE CODE: PAD 406

TIME ALLOWED: TWO (2) HOURS

INSTRUCTIONS: 1 ANSWER TWO QUESTIONS:

2. THE FIRST QUESTION IN SECTION ONE IS  
COMPULSORY

3. CHOOSE ONE QUESTION FROM SECTION TWO

4. ALL QUESTIONS CARRY EQUAL MARKS

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

## SECTION ONE

### COMPULSORY QUESTION

#### *Question 1*

Various (PESTEL) environmental factors or market forces constantly affect organisations at different *change levels* thus triggering organisational change.

- Product/service;
- Brand & value
- Processes;
- Culture
- People.

Discuss concisely how a particular environmental factor or factors can affect an organisation/s of your choice and trigger change at the above *change levels*; give examples in the process. (25)

## SECTION TWO

#### *Question 2*

Discuss Change Management its significance and the challenges of resistance to change and give the measures of mitigating such opposition. (25)

#### *Question 3*

Discuss **TWO** of the following change models as well as explain the organisational circumstances in which each one is applied;

- |                               |                     |      |
|-------------------------------|---------------------|------|
| (A) Lewin Kurt                | (D) Kotter's Theory | (25) |
| (B) ADKAR                     | (E) Systems Theory  |      |
| (C) Kubler -Ross Change Curve |                     |      |

#### *Question 4*

Discuss **TWO** of the following change tools explaining the organisational circumstances in which each one could be applied;

- |                                   |                 |      |
|-----------------------------------|-----------------|------|
| • Learning Organisations          | • Best Practice | (25) |
| • Business Process Re-engineering | • Partnerships  |      |