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The Open University of Sri Lanka  
Master of Business Administration in Human Resource Management 2009-2011  
Final Examination 2011 – Semester II  
MCP 2135 - Leading and Managing Change in Organizations  
Duration – 03 Hours

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Date: 23<sup>rd</sup> January 2011

Time: from 9.30 a.m. to 12.30 p.m.

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*Instructions- Answer any five (05) questions. All answers carry equal marks. In answering, state the number assigned to the question clearly. Illegible handwriting will cause loss of marks.*

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- (1) Draw the distinction between *Transformational* and *Transactional* leadership and using relevant examples; explain why transformational type leaders are more effective in steering organizational change towards achieving change objectives.
- (2) Where organizational change is concerned, how important is strategic thinking among leaders? Illustrate using relevant examples how the leaders who adopt 'lateral thinking' towards designing change strategies have been more effective in achieving results through organizational change.
- (3) Lessons from contemporary business shows that organizations face crisis situations when the right change is not introduced at the right time. Discuss this statement with reference to theory E and theory O type changes and their implications.
- (4) Making organizations 'change ready' is considered a prerequisite for minimizing resistance to change. Explain the role of the leader and the top management in making organizations ready for change.
- (5) Briefly outline the 'seven steps change' process and the role played by organizational leaders and HR professionals in successful implementation of the seven steps of change.
- (6) Effective change management involves building organization culture and leveraging HR capacity for change. Illustrate with relevant examples how this is done by organizational leaders in the Asian context.
- (7) What are the main features of a learning organization? Explain using relevant examples how leaders in learning organizations approach and implement change.
- (8) Lean organizations, flexibility in processes, and empowered employees are three key aspects stressed in contemporary organizational change efforts. Discuss the role of leaders, managers and employees in a change strategy aimed at enhanced value creation, focusing on the three aspects stated above.

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