wSection A (4)

**Marks:2 out of 7**

**Q1:**

The CEO of a telecommunications company wanted to restructure the company so that product leaders would have more power than regional managers. These managers tried to prevent the restructuring because it would weaken their power and likely lead to lower bonuses in the long term. This action by the regional managers is mainly an example of resistance due to:



Loss of face



Direct cost (Correct Option)



Breaking routine



Incongruent organisational systems

Marks:0 out of 1

**Q2:**

Bus Corp wants to introduce a new procedure for processing customer requests. This change will require staff to break old routines and adopt new role patterns. The staff are likely to resist the change. The preferred strategy for dealing with such resistance is:



Negotiation



Stress management



Learning(Correct Option)



Coercion

Marks:1 out of 1

**Q3:**

John wants to introduce a new work process. To manage the change, he has promised that every staff who applies the work process in performing the job will get an additional bonus at the end of the year. John’s action would be most useful in addressing:



Fear of the unknown



Incongruent organisational systems(Correct Option)



Saving Face



Incongruent team dynamics

Marks:0 out of 1

**Q4:**

Mr Lin is the General Manager of a health food manufacturing company. Currently, there is minimal sharing of information between the Sales Team (which knows what customers like) and Manufacturing Team (which develops new products). Hence, Mr Lin wants the two teams to work together closely to develop new products. Both teams are resistant to this change.

Some common sources of resistance to change are listed below:

**Sources of Resistance [Option Number]**

(1) Direct Cost

(2) Loss of Face

(3) Fear of the Unknown

(4) Breaking Routines

(5) Incongruent Organisational Systems

(6) Incongruent Team Dynamics.

The table below shows comments by the Sales Team (ST) and Manufacturing Team (MT). Identify the source of resistance that BEST explains each reaction.

Choose an Option Number from the list and fill in the ‘Source of Resistance’ column of the table. (Note: Use only one Option Number per scenario. Options may be used more than once.)

a) ST: “We are evaluated weekly on our sales and have to answer to Mr Lin if we do not meet the targets. Yet, he is expecting us to help MT develop new products, when we won’t get any rewards for it”. Fear of the Unknown

b) MT: “We have been developing new products for many years now. We don’t need someone else to tell us how to do our job better.” Loss of Face

c) MT: “What we value in our team is that we work on our own specialised area, and not have to share our work with other teams” Breaking Routines

d) MT: “If we develop this product successfully, I wonder if the two teams will be merged, causing some of us to be retrenched?” Direct Cost

| **FIB NO.** | **Marking Scheme** | **Student Response** |
| --- | --- | --- |
| FIB 1: | 5 | Fear of the Unknown |
| FIB 2: | 2 | Loss of Face |
| FIB 3: | 6 | Breaking Routines |
| FIB 4: | 3 | Direct Cost |

Marks:1 out of 4

2 (1)

**Marks:3 out of 6**

**Q5:**

Clarise recently had a baby, and her mother-in-law, Mrs Tan, is looking after the baby.

A few weeks after Mrs Tan had moved in, Clarise had a major quarrel with Mrs Tan. Clarise does not agree with the way Mrs Tan is taking care of the baby. But, Mrs Tan refuses to change. Clarise feels that Mrs Tan is unhygienic as she re-uses the diapers repeatedly, causing the baby to develop very bad skin rashes. Instead of sterilising milk bottles after each use, Mrs Tan only rinse it with water once.

Mrs Tan argues that it is wasteful to change diapers every time the baby wets it given she is already spending a lot of money each month buying diapers. Just like the milk bottles, she usually rinses her dishes with only water because she feels that detergent is harmful to people. To date, no one in the family has fallen sick because she had not been using detergent to wash the dishes. Mrs Tan is also very upset because she has many years of experience looking after babies and many people had commended her for being a very competent care-giver.

There are 6 common sources of resistance towards change:

· Direct costs

· Loss of face

· Fear of the unknown

· Breaking routines

· Incongruent team dynamics

· Incongruent organisational systems

Identify **THREE (3)** sources of resistance displayed by Mrs Tan. For **each** source, explain your answer with evidence from the scenario.

Direct Costs. This is because she feels it is wasteful to change diapers every time the baby wets and since she is already spending a lot of money each month buying diapers, the changes that Clarise is suggesting will cost her more money.  
  
Fear of the Unknown. She usually rinses her dishes with only water because she feels that detergent is harmful to people. In addition, no one in the family has fallen sick because she had not been using detergent to wash the dishes. However Clarise is suggesting that she should sterilize milk bottles after each use which will break this practice that she values.  
  
Loss of Face. Mrs Tan is also very upset because she has many years of experience looking after babies and many people had commended her and in this case, she feels upset that someone who has never taken care of babies is reprimanding her and asking her to change her practices.

Note: You can maximally input 8000 characters.

Marking Scheme:NA

Comments:Fear of unknown is incorrect. Explanation for loss of face unclear.