



**NATIONAL OPEN UNIVERSITY OF NIGERIA**  
**PLOT 91, CADASTRAL ZONE, NNAMDI AZIKWE EXPRESS**  
**WAY, JABI - ABUJA**  
**FACULTY OF MANAGEMENT SCIENCES**  
**DEPARTMENT OF ADMINISTRATION**  
**EXAMINATION 2018**

**Course Code: MBA 829**

**Course Title: Organisational Change and Development**

**Credit Unit: 3.**

**Time Allowed: 2½ Hours.**

**Instructions: 1. Attempt Question 1 and any other two (3) Questions.**

**2. Question 1 is compulsory and carries 25 marks while the other 3 Questions carry 15 marks each.**

**3. Present all your points in coherent and orderly manner.**

**QUESTION 1**

- a. Discuss and clarify Likert (1961) concepts in the postulation of four systems of management. 20Marks**
- b. Findings on gender differences in leadership style agree that females are more effective than men as leaders. Explain. 5Marks**

**QUESTION 2**

Enumerate Vroom & Yetton's factors that determine when employees should be involved in decision taking. **15Marks**

**QUESTION 3**

- a. Define Organizational Culture. 5Marks**
- b. Highlight Sherriton & Stern's steps involved in the assessment of a new culture. 10Marks**

#### **QUESTION 4**

- a. Identify and explain factors that influence acceptance of change in an organization.

**12Marks**

- b. Explain how to implement this change in an organization. **3Marks**

#### **QUESTION 5**

- a. Itemize Yuki (1994) guidelines for transformational leadership. **10Marks**

- b. Mention types of power leaders often use in management. **5Marks**

#### **QUESTION 6**

Hunt and Laing (1997) hypothesized that “good leaders possess five characteristics not shared by poor leaders”. Discuss. **15Marks**