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Change Management,
7,5 Credits, Code FÖ124G
SHORT EXAM

Date: 30-11-2018
Time: 5 hours

Instructions

➤ The Exam consists of six questions.
  o Each question is worth a maximum of 10 points.
  o You need 50 % correct answers in order to pass this exam.
➤ All questions must be answered in English
  o Remember that you must write clearly legible or you may lose points.
➤ You are not allowed to speak to your class mates during the exam, if you speak to anybody but the staff, you will be sent out from the exam.
➤ No computers, cell phones or any other electronic devices may be used.
➤ Cell phones must be turned off and may not be kept in any vicinity of where you are sitting writing the exam.
➤ Any form of cheating will be reported.
1. Edgar H. Schein divides mankind into "two different kinds of people": Those who use methods based on abstract universal dimensions of culture, and those who want to study the details of a particular culture.
   a) Describe those two opposite approaches/methods when studying a company culture (5, 0 p)
   b) Schein proposes one of the two approaches/methods, which approach does he prefer and what is his argument for choosing that particular approach? (5, 0 p)
2. Both Schein and Senior & Swales presents different change models. Describe and explain the main differences and similarities between Schein's change model and the Appreciative Inquire change model presented in Senior & Swales (10 p.)
3. Three theories are explained in Senior & Swailes chapter 3:
   1) The Structuration theory
   2) The actor-new-work theory
   3) Institutional theory

Describe three theories, and explain in what way they are different from mainstream theory, according to Senior & Swailes. (10 p.)
4. Senior & Swailes discuss in chapter 3 the concept of "Structural Inertia" as explanation for resistance towards change.
   a) Define and explain "structural inertia".
   b) Describe shortly some main principles/points in the "guideline for dealing with conflict" (ch 5), and discuss in what way "structural inertia" can affect the implementation of those main points.
5. In her article "Management control systems: universal practices or national practices?" Ana Carolina Piementel Duarte da Fonseca discusses the underlying American values and assumptions that are built into the seemingly neutral mainstream management control systems.

a) What are the identified American values and assumptions discussed in the article, and in what way are they contrasting with the Brazilian values and assumptions? (5, 0)

b) What is the problem with the mainstream Management control systems according to the author? (5, 0 p)
6. Eagly (2007) discuss the transformational and transactional leadership styles in terms of the benefits and challenges of female leadership in today's organizations.
   a) Describe and explain the transformational and transactional leadership styles and the links to gender, according to Eagly.
   b) Describe and explain the female advantage and disadvantage in today's organizations, according to Eagly.