



Försättsblad Prov Original

Kurskod	Provkod	Tentamensdatum
F Ö 1 2 4 G	3 0 0 0	2 0 1 8 - 1 1 - 3 0
Kursnamn	Företagsekonomi GR (C), Transformativt ledarskap	
Provnamn	Examination	
Ort	Sundsvall	
Termin		
Ämne		

Mittuniversitetet

Mid Sweden University

Teacher: Ulrika Sjödin

Change Management, 7,5 Credits, Code FÖ124G

SHORT EXAM

Date: 30-11-2018

Time: 5 hours

Instructions

- The Exam consists of six questions.
 - Each question is worth a maximum of 10 points.
 - You need 50 % correct answers in order to pass this exam.
- All questions must be answered in English
 - 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 & Swalies (10 p.)

3. Three theories are explained in Senior & Swailes chapter 3:

- 1) The Structuration theory
- 2) The actor-network 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 leaderships 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.