MANAGING AGILE ORGANISATIONS

GBAT9121

SUPERVISED OPEN BOOK EXAMINATION

Time allowed: 2 Hours
Plus reading time: 10 Minutes

INSTRUCTIONS

1. This is a supervised open book examination. Course study guide, reference books, self-made notes, pens, pencils and erasers are permitted into the examination room.

2. You are allowed to use electronic devices for the purpose of referring to digital course materials and notes only. These devices must not be connected to the internet, Wi-Fi must be disabled and tablets must be in flight mode. They must not be used to type your exam responses.

3. Your reading time before the examination is 10 minutes. Reading time is restricted to the examination paper only – no other resources may be consulted. No writing may be undertaken during reading time.

4. Answer YOUR CHOICE OF FOUR (4) QUESTIONS ONLY from the six (6) alternatives offered. These questions are worth 10 marks each = total of 40 marks. Allocate about 30 minutes responding to each essay question chosen.

   Where a question has multiple parts, it is your judgement how you divide up your effort in answering that question but you must complete each part of the question.

5. Answers must be in black or blue ink.

6. Please begin the answer to each question on a new page in the exam booklets provided and clearly identify the question number you are answering.

7. Please ensure that you have written your name and other details on every exam booklet used and any other documentation submitted.

8. This exam paper must be returned with your answer books at the conclusion of the examination. No documentation is to be retained by candidates.

9. The exam contributes 40% towards your final grading in this course.
QUESTION 1 – 10 marks
How important is managing ambiguity in achieving greater organisational agility?
Can ambiguity in your organisation take different forms; being negative on some occasions yet positive on others when seeking greater agility? Provide theoretical support and imagined or experience-based examples in your answer. That answer will likely draw from concepts and principles discussed across multiple study units.

QUESTION 2 – 10 marks
What role might the concepts related to managing commitment and politics play in improving partner interaction for the purpose of extending virtuality throughout your organisation’s value chain? What is the objective of seeking and developing new virtuality opportunities? Cite relevant supporting theory in your answer and provide imagined or experience-based examples.

QUESTION 3 – 10 marks
Some are horrified when they find their new workplace to be heavily political in nature yet others consider that to be an opportunity to harness what might be the positive energy within that environment. They set out to recruit some of those active in the political game to capitalise on their influence to facilitate change toward greater organisational agility. Can you see how one could harness positive energy within a political environment or is that a fanciful idea? Whichever is your answer, please explain. Set out your answer using and citing agility concepts learned from this Course.

QUESTION 4 – 10 marks
Some say that scenario planning methods such as those learnt in MAO are extraordinarily useful in facilitating organisational agility whilst others argue that such methods are an unjustifiable cost overhead. Using both theory and practical examples for support, develop an argument for or against using scenario planning in your organisation.

QUESTION 5 – 10 marks
‘Connected leadership’ is often practiced throughout an organisation (involving employees at many ranks on the organisation chart) as a further means to find increased organisational agility. How does this assist the organisation in its pursuit of improved agility? Further, how can relationships between members of that organisation, and their partners across the value chain, enhance the prospect of that organisation achieving even greater agility? Your answer will draw on the concepts of connected leadership studied and will likely involve observations and concepts from other study units to include the early foundation units.

QUESTION 6 – 10 Marks
“Larger organisations are less able to achieve meaningful organisational agility than smaller ones”. Using the context of a larger and a smaller organisation competing in a market such as (but not necessarily) the one in which you are employed, make both the case for, and the case against this statement.
END OF EXAM