



BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) : _____

Subject Code & Name : **BBM 2309 Fundamentals Of Change Management**
Semester & Year : January- April 2016
Lecturer/Examiner : Marina Mohd Nor
Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:
PART A (25 marks) : FIVE (5) short answer questions. Answers all questions. Answers are to be written in the Answer Booklet provided.
PART B (75 marks) : THREE (3) essay questions. Answer all questions. Answers are to be written in the Answer Booklet provided.
2. Candidates are not allowed to bring any unauthorized materials except writing equipment into the Examination Hall. Electronic dictionaries are strictly prohibited.
3. This question paper must be submitted along with all used and/or unused rough papers and/or graph paper (if any). Candidates are NOT allowed to take any examination materials out of the examination hall.
4. Only ballpoint pens are allowed to be used in answering the questions, with the exception of multiple choice questions, where 2B pencils are to be used.

WARNING: The University Examination Board (UEB) of BERJAYA University College of Hospitality regards cheating as a most serious offence and will not hesitate to mete out the appropriate punitive actions according to the severity of the offence committed, and in accordance with the clauses stipulated in the Students' Handbook, up to and including expulsion from BERJAYA University College of Hospitality.

Total Number of pages = 3 (Including the cover page)

PART A : SHORT ANSWER QUESTIONS (25 MARKS)

INSTRUCTION(S) : FIVE (5) short answer questions. Answer ALL questions. Answers are to be written in the Answer Booklet provided.

1. Benchmarking is one of approach used by manager to measure change. Distinguish between **TWO (2)** different types of benchmarking; 'industry or competitive benchmarking' and 'Process or generic benchmarking'.
(5 marks)

2. Explain 'charismatic role' and 'instrumental role' from perspective of change management.
(5 marks)

3. Discuss **TWO (2)** implications of new form of organizing for people management.
(5 marks)

4. Justify how the concept of empowerment in organizations can be used as change management tool?
(5 marks)

5. Examine how organizations respond to the threat of climate change to improve sustainability performance?
(5 marks)

END OF PART A

PART B : ESSAY QUESTIONS (75 MARKS)

INSTRUCTION(S) : THREE (3) essay questions. Answer ALL questions. Answers are to be written in the Answer Booklet provided.

1. “Advances in information and communication technologies play a key role in facilitating intra-organizational networking and collaboration, as well as inter-organizational partnerships and alliances. It is argued that increasingly sophisticated communication through internet and digital technologies transforming the nature of work and traditional organizational forms. The revolution in the media dramatically illustrates the changing structures, processes and boundaries of organization as they incorporate virtual communities into their form of organizing”.

Base on statement above, justify in relation to organizational structures, processes and boundaries from perspective of managing change.

(25 marks)

2. Review the **FIVE (5)** bases of power identified by French and Raven by taken into consideration how each base of power could be used to help overcome resistance to change. Include in each of these bases of power the possible strengths and weaknesses in the context of implementing a change management program.

(25 marks)

3. Today’s increasingly complex and unpredictable environment suggests that success will come only to those organizations that are capable of continually reinventing themselves of anticipating and responding to all challenges. This responsiveness requires a significant shift in management focus from operational to strategic issues that inevitably involve coping with change. Kotter’s outlines the analysis of the shift from operational tasks to leading change. Compare and contrast **FOUR (4)** management roles and **FOUR (4)** leadership roles base on Kotter’s leadership model.

(25 marks)

END OF EXAM PAPER