

BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in Figures) :

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Student ID (in Words) :

Subject Code & Name : **BBM2309 Fundamentals of Change Management**
 Semester & Year : May - August 2016
 Lecturer/Examiner : Leon Siew Lin
 Duration : 3 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:

PART A (50 marks) : Answer all FIVE (5) short answer questions. Answers are to be written in the Answer Booklet provided.

PART B (50 marks) : Answer all TWO (2) short answer 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 (50 MARKS)****INSTRUCTION(S)**

: Answer all **FIVE (5)** questions. Write your answers in the Answer Booklet(s) provided.

1. (a) Define Change Management? (5 marks)
- (b) What are the factors that affect change management? List and explain. (10 marks)
2. Why is change management so hard? Discuss. (5 marks)
3. Define value. Give an example of what is a value for an organisation. (5 marks)
4. Discuss the following:
 - (a) Planning for Change Management (5 marks)
 - (b) Controlling for Change Management (5 marks)
 - (c) Strategic Management (5 marks)
5. How does ethical behaviour and social responsibility effect change management? Discuss and give example. (10 marks)

END OF PART A

PART B**: STRUCTURE QUESTIONS (50 MARKS)****INSTRUCTION(S)**

: Answer all **TWO (2)** questions. Write your answers in the Answer booklet(s) provided.

1. According to some change management finding, there are ten principles in managing change management. List the 10 principles and discuss each of the principles.
(20 marks)
2. Conduct a SWOT analysis of the following case. Using the SWOT analysis, discuss some of the issues that need to be change so that the owner can make more profit. (30 marks)

The Sweet Dreams Motel is a 40-unit, no-frills operation in the less scenic part of a major Queensland resort town. The owner, Mr Smith, firmly believes that there is a need for his style of low-cost family accommodation amid the luxury and beauty of the area. His rooms are large, family-style rooms (there is no television, for example). Although there is plenty of room for future expansion, the grounds are fairly bare with a bit of landscaping, but mostly grass.

Mr Smith can serve breakfast to the rooms and provides tea-making facilities. There are now a lot of good restaurants and take-away in the area. Mr. Smith's prices are less than half of what similar motels charge and only a fraction of what the big five-star properties are charging. And, really, he isn't all that far away from the beach, shops and other attractions.

The problem is occupancy. He has some regulars who come every holiday period (and have been doing so for the four years he has owned the property). Overall, occupancy is about 50% year round and he knows from the local tourist office that the other properties average around 68% occupancy year round. New developments could mean trouble. This lack of occupancy can be quite frustrating for Mr Smith. Cars pull in, drive around the parking areas, then drive away.

Currently Mr Smith does very little advertising in local district guides and the holiday papers, mainly because he really thinks word-of-mouth is the best form of advertising. He is a member of the local tourist committee, but too busy to go to meetings. However, he does receive the local statistics and knows the average stay in the area is 3.8 nights, and that local families and couples and increasingly overseas visitors are his potential customers.

He's not desperate yet, but he's getting worried and disillusioned. He thought he would be overrun with guests, but that hasn't happened.

END OF EXAM PAPER