

BERJAYA BUSINESS SCHOOL

FINAL EXAMINATION

Student ID (in
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Student ID (in
Words)

: _____

Subject Code &

Name

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BBM2309 Fundamental of Change Management

Semester & Year

:

September – December 2017

Lecturer/Examiner

:

Dr. Lai Ving Kam

Duration

:

3 Hours

INSTRUCTIONS TO CANDIDATES

1. This question paper consists of 2 parts:

PART A (25 marks) : Complete ALL FIVE (5) short answer (5 marks each) questions.

PART B (75 marks) : Answer only THREE (3) essay questions out of 9 questions given (25 marks each).

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.

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 = 5 (Including the cover page)

PART A : Short answer questions (5 marks each).
INSTRUCTION(S) : Questions 1 to 5 are short answer questions. Answer ALL questions on the answer sheet provided.

1. They are seven dynamics of changes, identify and briefly describe **THREE (3)** of them.
(5 Marks)
2. What are the external environments of organisations, list **THREE (3)** of them.
(5 Marks)
3. What are the Implications of Information Communication Technology (ICT) for office operation and space usage, identify **THREE (3)** of them.
(5 Marks)
4. Identify and illustrate **THREE (3)** Specific Traits in entrepreneurial person.
(5 Marks)
5. Identify **THREE (3)** points why do having power matter in organisation?
(5 Marks)

END OF PART A

PART B : ESSAY QUESTIONS (75 MARKS)

INSTRUCTION(S) : Answer only THREE (3) essay questions out of total 9 questions given. Answers are to be written in the Answer Booklet provided.

Question 1

Change Management is a structured approach to shifting and transitioning individuals, teams, and organizations from a current state to a desired future state.

- a) Why change management is so difficult. Identify not less than **SEVEN (7)** failure of change.
(10 Marks)
 - b) What are the challenges of change management? Identify **SEVEN (7)** of them.
(10 Marks)
 - c) Identify **SEVEN (7)** managerial skills.
(5 Marks)
- (Total 25 Marks)

Question 2

Michael Porter's five forces analysis helps determine an industry's attractiveness for above average returns.

- a) Identify all the **FIVE (5)** forces.
(5 Marks)
 - b) Select an industry you are familiar, demonstrate your understanding by explaining any **TWO (2)** forces in assessing the attractiveness of your chosen industry.
(20 Marks)
- (Total 25 Marks)

Question 3

Organisational theory classifies decision-making into several fundamentally different types.

- a) Identify and illustrate the different types and justify the answer.
(10 Marks)
 - b) Outline and illustrate **FIVE (5)** challenges for Decision Makers
(10 Marks)
 - c) Describe the **THREE (3)** main reasons why investments in information technology do not always produce positive results.
(5 Marks)
- (Total 25 Marks)

Question 4

- a) Scientific Management is the systematic study of relationships between people and tasks for the purpose of redesigning the work process to increase efficiency. Identify and illustrate **FOUR (4)** problems with Scientific Management.

(10 Marks)

- b) Systems thinking is applied or used for problem solving and for systems design. Assemble **FIVE (5)** reasons for system thinking. Justify each reason with example.

(15 Marks)

(Total 25 Marks)

Question 5

- a) List **THREE (3)** reasons for Joint Venture business and provide **TWO (2)** Pros and Cons of Joint Ventures.

(10 Marks)

- b) Explain why International is different from Domestic Business?

(10 Marks)

- c) Identify **FIVE (5)** factors affecting International Business?

(5 Marks)

(Total 25 Marks)

Question 6

- a) Explain what is Ethical Dilemma and justify your answers.

(10 Marks)

- b) Identify and illustrate **FOUR (4)** models in making ethical decisions. Justify your answers.

(15 Marks)

(Total 25 Marks)

Question 7

- a) Identify and illustrate **FIVE (5)** negative effects of lack of coordination on performance due to poor planning in manufacturing operation, and justify your answers.

(15 Marks)

- b) Explain why plans in managing changes and illustrate the key factors impacting changes?

(10 Marks)

(Total 25 Marks)

Question 8

- a) There are many moral guidelines for Multi National Corporation (MNC) identify and illustrate **FIVE (5)** guidelines by justifying your answer
(15 Marks)
 - b) In competitive environment illustrate how to drive differentiation strategy?
(10 Marks)
- (Total 25 Marks)

Question 9

- a) They are **THREE (3)** dimensions to study entrepreneurship. Illustrate them with appropriate examples
(10 Marks)
 - b) Identify and illustrate **FIVE (5)** determinants of Organization structure.
(15 Marks)
- (Total 25 Marks)

END OF EXAM PAPER