



PENINSULA
COLLEGE
GEORGETOWN DK266-03(P)



UNIVERSITY OF
PLYMOUTH

FINAL EXAMINATION

Semester	:	SEPTEMBER 2024 SEMESTER
Programme Name	:	BA (HONOURS) BUSINESS 3+0 IN COLLABORATION WITH UNIVERSITY OF PLYMOUTH
Course Code & Name	:	MAL3005 MANAGING CHANGE
Duration	:	3 HOURS

INSTRUCTIONS TO CANDIDATES:

1. Please read the instructions given in the question paper **CAREFULLY**.
2. The question paper consists of **FOUR (4)** questions.
3. Answer **ALL** questions in the question paper.
4. Answers to the questions are to be written into the examination booklet.
5. Electronic dictionaries, lecture notes, files or any unauthorised materials except writing equipment are strictly prohibited.

This question paper must be submitted along with all used and/or unused rough papers and/ or graph papers (if any). Candidates are **NOT ALLOWED** to take any examination paper(s) used or unused out of the examination hall.

WARNING:

The Examination Board of Peninsula College Georgetown regards cheating as a very 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 Peninsula College Georgetown.

(This booklet contains 2 printed pages including this page)

DO NOT OPEN THIS BOOKLET UNTIL YOU ARE ALLOWED TO DO SO

Answer **ALL** questions on the separate sheet provided.

[100 marks]

1. a) With the aid of examples, describe the **FOUR (4)** scale of change for organisation as proposed by Dunphy and Stacey (1993). (16 marks)

- b) Describe the **THREE (3)** processes in Lewin's Change Management Model. (9 marks)
Total: [25 marks]

2. a) Briefly explain the 5S's in the 5S Methodology of Lean. (10 marks)

- b) Discuss any **FIVE (5)** types of waste in Lean Management. (15 mark)
Total: [25 marks]

3. a) Briefly explain any **FOUR (4)** types of power a leader could have as suggested by French and Raven. (8 marks)

- b) With the aid of a diagram, draw the **FOUR (4)** contingency approach proposed by Dunphy and Stace (1990) to change implementation. Then, describe when is the best time to use each approach. (17 marks)
Total: [25 marks]

4. a) Your brother's company has started recruiting foreign workers to solve the problem of labour shortage. Acculturation becomes important when different cultures meet. Define acculturation and explain to your brother the **FOUR (4)** acculturation strategies proposed by Berry (1992) so that he is prepared for the challenges he may face. (10 marks)

- b) List out the **SEVEN (7)** steps to business process re-engineering. (7 marks)

- c) Differentiate between planned change and evolutionary change. (8 marks)
Total: [25 marks]

- END OF QUESTIONS -