



**FINAL SEMESTER EXAMINATION**  
**(in compliance with MQA's requirement)**

**Student NRIC** : \_\_\_\_\_

**Student ID** : \_\_\_\_\_

Programme	: <b>BA (HONS) BUSINESS (MQA/PA 12978)</b>
Semester	: <b>SEPTEMBER 2021</b>
Academic Year	: <b>2021/2022</b>
Course	: <b>MANAGING CHANGE</b>
Course Code	: <b>MAL3005</b>
Time Allowed	: <b>3 hours</b>

**INSTRUCTIONS TO CANDIDATES:**

1. Please read the instructions given in the question paper **CAREFULLY**.
2. This 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 the 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**

For examiner's use only

<b>QUESTION NO.</b>	<b>MARKS</b>
1	/ 25
2	/ 25
3	/ 25
4	/ 25
<b>Total</b>	<b>/ 100</b>

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

**[100 marks]**

1. a) Describe any **FIVE (5)** major external changes that are being addressed by business organisations. (10 marks)
  - b) Compare the elements of Formal Subsystem and Informal Subsystem in a business organisation's Open System operation. (10 marks)
  - c) Information gathering through interview, questionnaire and observation is important for diagnosis purpose. In your opinion which is the best method of information gathering in digital environment? (5 marks)
- [Total: 25 marks]**
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2. a) Discuss any **FIVE (5)** barriers to learning in an organisation. (10 marks)
  - b) You are the HR Manager of an organisation and most of your staff members are resistant towards learning new things. What methods associated with learning and development would you recommend to the top management to create changes among staff members? (15 marks)
- [Total: 25 marks]**
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3. a) Griffin and Moorhead (2014) urged that resistance happens due to organisational sources and individual sources. Distinguish resistance from organisational sources and resistance from individual sources in a business organisation context. (15 marks)
  - b) Change is inevitable. Kotter (1995) and Hayes (2010) have come out with a checklist to promote change. Explain **FIVE (5)** ways to promote change based on their checklist. (10 marks)
- [Total: 25 marks]**
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4. a) Sustainable organisational change can be determined by stickability or spreadability. How might you design your change plan/structure? Provide **TWO (2)** recommendations to increase the stickability or spreadability of a business organisation. (10 marks)
  - b) **Balanced Score Card** (Kaplan and Norton, 2004) is a technique of performance measurement in an organisation. How effective is Balanced Score Card in measuring performance in various departments or stakeholders in a business organisation? (15 marks)
- [Total: 25 marks]**

**- END OF QUESTIONS -**