



PENINSULA
COLLEGE
GEORGETOWN DK266-03(P)



**UNIVERSITY OF
PLYMOUTH**

FINAL EXAMINATION

Programme Name	:	BA (HONOURS) BUSINESS 3+0 IN COLLABORATION WITH UNIVERSITY OF PLYMOUTH, UK
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 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

Answer **ALL** questions on the separate answer booklet provided.

[100 marks]

1. a) Briefly describe the **THREE (3)** major types of change proposed by Grundy (1993). (6 marks)

- b) Describe the processes in Lewin's Change Management Model. (9 marks)

- c) Briefly explain the 5S's in the 5S methodology of Lean. (10 marks)

Total: [25 marks]

2. a) List **FIVE (5)** possible fears of change in an organisational context. (5 marks)

- b) You are an Operations Manager trying to implement some changes in your department. However, your subordinates are not keen about the changes. Explain to your superior the **FOUR (4)** main reasons people resist change as proposed by Kotter and Schlesinger (1979). (8 marks)

- c) Briefly explain **SIX (6)** types of power suggested by French and Raven. (12 marks)

Total: [25 marks]

3. a) Your classmate wants to learn about leadership. Define leadership and explain to him the **FOUR (4)** approaches of contemporary leadership commonly used by organisations today. (13 marks)

- b) Describe the **FOUR (4)** contingency approach proposed by Dunphy and Stace (1990) to change implementation. (12 marks)

Total: [25 marks]

4. a) Your friend wants to know more about organisational learning. Explain to her the **THREE (3)** levels of learning as proposed by Argyris and Schon. (9 marks)

- b) Differentiate between planned change and evolutionary change. (8 marks)

- c) List **FOUR (4)** long-term measures and **FOUR (4)** short-term measures that firms may use to review how employees are responding to change. (8 marks)

Total: [25 marks]

- END OF QUESTIONS -