

**FINAL EXAMINATION**

**BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)  
BACHELOR OF CORPORATE ADMINISTRATION (HONOURS)  
BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)  
HUMAN RESOURCE MANAGEMENT**

<b>COURSE</b>	<b>:</b>	<b>MANAGING CHANGE ✓</b>
<b>COURSE CODE</b>	<b>:</b>	<b>MGT3433/MGT3063</b>
<b>DURATION</b>	<b>:</b>	<b>3 HOURS</b>

**INSTRUCTIONS TO CANDIDATES:**

1. This question paper consists of **FOUR (4)** questions.
2. Answer ALL questions in the Answer Booklet provided.
3. Please check to make sure that this examination pack consists of:
  - i. The Question Paper
  - ii. An Answer Booklet
4. Do not bring any material into the examination hall.
5. Please write your answer using permanent ink.

**MYKAD/ PASSPORT NO** : \_\_\_\_\_

**ID. NO.** : \_\_\_\_\_

**LECTURER** : \_\_\_\_\_

**SECTION** : \_\_\_\_\_

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**DO NOT OPEN THE QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO**

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*This question paper consists of 2 printed pages including the front page*

## LONG ESSAY

Instruction: Answer ALL questions.

1. Organisational changes are those that have a significant impact on the organisation as a whole. Before developing a specific change management strategy, it is crucial to identify the type of change involved. Two common types of change are incremental change and transformational change, which differ in several key ways. Explain **FIVE (5)** differences between incremental and transformational change, and provide an example for each type of change to illustrate your answer.  
(25 marks)
2. Change initiatives can fail if the imagery and metaphors used by managers are not aligned with the type of change being implemented. Describe the **FOUR (4)** different images of change as proposed by Marshak (1993) and suggest appropriate language for each image to enhance the effectiveness of the change process.  
(25 marks)
3. While the failure of an intended change can provide valuable lessons for an organisation, it is crucial to foster an environment where employees feel safe to share new ideas without fear of punishment. Discuss **FIVE (5)** practices that organisation can implement to build a psychologically safe environment that encourages learning from mistakes. Provide an example for each of these practices.  
(25 marks)
4. Political skills are essential for effectively managing change within an organisation as they help managers navigate interpersonal dynamics and influence stakeholders. Explain **FOUR (4)** ways to develop a manager's political skill and provide an example for each.  
(25 marks)

**(TOTAL: 100 MARKS)**

**END OF QUESTION PAPER**