UNIVERSITI UTARA MALAYSIA
PEPERIKSAAN AKHIR SEMESTER PERTAMA SESI 2009/2010
FINAL EXAMINATION SEMESTER ONE 2009/2010 SESSION

KOD / NAMA KURSUS : SCCG3133 – KOMUNIKASI DAN PERUBAHAN ORGANISASI / COMMUNICATION AND ORGANIZATIONAL CHANGES

TARIKH : 5 NOVEMBER 2008
DATE :

MASA : 2.30 – 5.00 PETANG (2 ½ JAM / HOURS)
TIME :

TEMPAT : BK4 (FWB)
VENUE :

ARAHAN :
1. Buku soalan ini mengandungi EMPAT (4) soalan di dalam EMPAT (4) halaman bercetak tidak termasuk kulit hadapan.
2. Sila jawab SEMUA soalan di dalam ruang jawapan yang disediakan.

INSTRUCTION :
1. This book script contains FOUR (4) questions in FOUR (4) printed pages excluding the cover page.
2. Answer ALL the questions in the spaces provided.

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PENSYARAH : SYARIZAN DALIB
LECTURER

KUMPULAN :
GROUP :
NOMBOR MEJA :
TABLE NO. :

JANGAN BUKA KERTAS SOALAN INI SEHINGGA DIBERI ARAHAN
PLEASE DO NOT OPEN THIS QUESTION BOOKLET UNTIL INSTRUCTION IS GIVEN.
1. Bincangkan LIMA (5) sebab mengapa organisasi perlu melakukan perubahan.

*Discuss FIVE (5) reasons why organizations need to change.*

25 markah/marks

2. Bincangkan LIMA (5) strategi komunikasi dalam perubahan organisasi dengan memberikan contoh-contoh yang sesuai.

*Discuss FIVE (5) communication strategies in organizational changes by giving appropriate examples.*

25 markah/marks

3. Jelaskan maksud intervensi dan bincangkan EMPAT(4) jenis intervensi untuk perubahan organisasi.

*Explain what intervention is and discuss FOUR (4) types of interventions for organizational change.*

25 markah/marks

4. Anda dikehendaki memahami kajian kes pada lampiran 1 dan jawab soalan-soalan berikut:

*You are required to understand the case study in appendix 1 and answer the following questions.*

(i) Jelaskan diagnosis anda terhadap situasi dalam Public Works Department dengan menggunakan model diagnosis yang sesuai.

*Explain your diagnosis of the situation in the Public Works Department by using appropriate diagnostic model.*

5 markah/marks

(ii) Cadangkan DUA (2) jenis intervensi dan jelaskan mengapa intervensi tersebut dipilih.

*Recommend TWO (2) types of interventions and provides explanation of your recommendations.*

10 markah/marks

(iii) Berdasarkan intervensi yang anda cadangkan, jelaskan peian tindakan yang akan dilaksanakan dalam syarikat berkenaan.

*Based on your recommend interventions, design action plan for the company.*

10 markah/marks

KERTAS SOALAN TAMAT

*END OF QUESTION PAPER*
OVERVIEW

In 1995, the City of Carlsbad, California, an oceanfront community of about 75,000 people, was emerging from the worst recession in its history. In response to a call from the city council and nationwide efforts to operate governments in a more businesslike manner, the City Manager led the organization through a comprehensive strategic planning process. Through highly participative methods, including focus groups and a large-group community visioning process, a new city mission and vision (Exhibit 1) and a set of values to guide decision making (Exhibit 2) were developed. In addition, several important strategic initiatives, including a new information system and a revised performance appraisal and incentive compensation process were started.

Exhibit 1: City of Carlsbad Mission and Vision Statement

Our mission is to provide top quality services to our citizens and customers in a manner that enhances the quality of life for all who live, work, and play in Carlsbad.

Exhibit 2: City of Carlsbad values

We believe these values are important to achieve our desired future as employees for the City of Carlsbad. They are chosen freely, prized publicly and acted upon again and again.

Integrity- An organization and workforce distinguished by sound moral and ethical character

Trust- a workplace characterized by widespread belief in integrity, reliability and ability of employees

Competence- a workplace characterized by employees who have the skills and training to do their jobs

Accountability- An environment characterized by employees who are willing to be responsible

Teamwork- A workplace that encourages the use of teams to accomplish organizational goals and objectives

Quality- An environment characterized by employees with passion for excellence

Empowerment- Employees who have the authority, responsibility and accountability to decide and act
These strategic initiatives and the City Manager’s assessment of the organization’s design pointed to misalignments in the city’s structure. He convened a small representative task force of managers to design a new structure. The result was a reorganization of the city into five major service areas (MSAs) such as community development, safety services (e.g. fire, police), and public works.

An evaluation of the entire strategic change effort suggested that a large majority of the internal and external stakeholders viewed the changes positively and believed that they had improved customer focus and employee commitment. The results also promised to reduce operating costs and to create an organization that could absorb the expected growth in demand for new and better services.

**THE PUBLIC WORKS DEPARTMENT**

The largest one of the MSAs, Public Works consisted of six previously independent departments responsible for engineering services, parks, streets, facilities and fleet maintenance; and a legally separate water district owned by the city (Exhibit 3). The new organization was expected to design, construct and maintain the infrastructure for the growing city. The New Public Works Director was excited about the prospect of designing his new MSAs according to the vision and values created by the city during its strategic change efforts. In line with those values, he saw the opportunity to implement the new design in participative and empowering ways, and he wanted to take advantage of the city’s general plan that called for new buildings to house the engineering staff and the public works yard.

In consultation with a consultant, diagnostic interviews and focus groups with a variety of employees and other stakeholders were commissioned. The data can be summarized as follows:

- Each of the previously independent departments had their own way of doing things. They were suspicious of the reasons for the structural change. The water district employees were particularly cohesive.
- Many of the work processes in each department were similar. For example, the buildings, parks and street departments each had equipment and work assignments involving the maintenance of restrooms, painting, landscaping and light construction. The engineering department for the water district was largely redundant with the engineering department in the City, and both the City and the water district owned several pieces of large and expensive instrument.
- Each department had members with both long and short tenures.
- Most of the departments lacked formal goals and planning processes.
- The current Public Works Director was also acting as the City Engineer.
The engineering department was anticipating an increase workload over the next 10 years as the City continued growing. Conversely, workloads in the maintenance groups were expected to grow over time but lag the growth rates in engineering.

Almost all of the employees enjoyed working for the City of Carlsbad and intended to stay.

Exhibit 3: Proposed Public Works Structure Immediate Following City Reorganization