UNIVERSITI UTARA MALAYSIA

PEPERIKSAAN AKHIR SEMESTER KEDUA SESI 2009/2010
FINAL EXAMINATION SECOND SEMESTER SESSION 2009/2010

KOD / NAMA KURSUS : BSMH 3063 / PENGURUSAN PERUBAHAN
COURSE CODE / NAME : BSMH 3063 / CHANGE MANAGEMENT

TARIKH : 27th APRIL 2010 (SELASA / TUESDAY)
DATE :

MASA : 9:00 AM - 11:30 AM (2½ JAM / HOURS)
TIME :

TEMPAT : DMS, NEGERI
VENUE :

ARAHAH :
1. Kertas soalan ini mengandungi DUA (2) soalan dalam EMPAT (4) halaman bercetak tidak termasuk kulit hadapan.
2. Anda dikehendaki menjawab SEMUA soalan pada kertas jawapan yang disediakan.
3. Kertas soalan ini disediakan dalam Bahasa Melayu dan Bahasa Inggeris
4. Jawapan bagi setiap soalan baharu hendaklah dimulakan dalam helaiannya kertas jawapan baharu.

INSTRUCTION:
1. This book script contains TWO (2) questions in FOUR (4) printed pages excluding the cover page.
2. Answer ALL the questions in the answer sheet provided.
3. This question paper is prepared in Bahasa Melayu and English Language.
4. Answers to a new question should be started on a new sheet of answer paper.

No. MATRIK:
MATRIC No: (dengan perkataan / with word) (dengan angka / with number)

No. KAD PENGENALAN: IDENTIFICATION CARD No.

PENSYARAH:
LECTURER:

KUMPULAN: No. MEJA:
GROUP: TABLE No.

JANGAN BUKA KERTAS PEPERIKSAAN INI SEHINGGA DIBERI ARAHAN
DO NOT OPEN THIS EXAMINATION PAPER UNTIL INSTRUCTED

SULIT / CONFIDENTIAL
KES DI BAWAH ADALAH UNTUK SOALAN SATU (50 MARKAH)

THE BELOW CASE IS FOR QUESTION ONE (50 MARKS)


At the end of the year 1997, the Malaysian Government and the Central Bank of Malaysia had decided on the process of mergers and acquisitions for banking sector and national finance. More than 50 banks and financial companies must be merged to become only 10 banks. This step is seen as one mechanism to strengthen the national financial system if the country faces with economic crisis in the future. Hence, the North Bank and the South Bank has merged in 1998 and became the North-South Bank. This process involved long period of time since it involved a total workforce of nearly 2000 people and more than 150 subsidiaries. Besides this, various aspects need to be analyzed that include rewards and benefits, especially for those who will be retrenched and computer system to be used. The new management has implemented change by stages to overcome the problem of birocratic structure, technological system, overlapping of work and work process, excess workforce and subsidiaries. Early planning is to locate all administrative workers at the new headquarters at the North Bank. While the headquarters at the South Bank will be closed as an early step to reduce cost. Besides this, the subsidiaries of the South Bank which are located near the subsidiaries of North Bank will also be closed down. The new organisational chart will be released and displayed all over the place in the bank’s premise in the hope that everyone is aware of the new structure. The North-South Bank will use the computer system of the North Bank. The selected workers will be given the offer letter for the voluntary separation scheme (VHS) whereby they will be granted a total amount of compensation upon acceptance.
1. a. Nyatakan DUA (2) bentuk perubahan yang boleh berlaku dalam sesebuah organisasi serta terangkan dengan ringkas SATU (1) bentuk perubahan yang ditunjukkan dalam kes di atas. 

*State TWO (2) types of change that can take place in an organisation and briefly explain ONE (1) type of change portrayed in the above case.*

(8 markah/marks)

b. Terangkan dengan ringkas DUA (2) sebab utama kedua-dua bank ini perlu berubah dalam kes ini.

*Briefly explain TWO (2) main reasons for change in this case.*

(6 Markah/marks)

c. Terangkan dengan ringkas mana-mana DUA (2) model diagnostik yang dapat mengenal pasti faktor-faktor penting dalam kes ini.

*Briefly explain any TWO (2) diagnostic models that can identify the key factors in this case.*

(15 markah/marks)

d. Terangkan dengan ringkas TIGA (3) isyarat yang mungkin ditunjukkan oleh pekerja dalam reaksi menentang perubahan dalam kes ini.

*Briefly explain THREE (3) signs that may be displayed by the workers in the reaction to resist change.*

(9 Markah/marks)

e. Bincangkan dengan ringkas TIGA (3) pendekatan untuk mengurus tentang terhadap perubahan dalam kes di atas.

*Discuss briefly THREE (3) approaches to managing resistance to change.*

(12 markah/marks)
**KES DI BAWAH ADALAH UNTUK SOALAN DUA (50 MARKAH)**

**THE BELOW CASE IS FOR QUESTION TWO (50 MARKS)**


*You have just been appointed as one of managers to a telecommunication company, Usaha Dinamik which is located in Selangor. Historical data shows that its customer’s service record is very poor. It is a follower in the telecommunication industry rather than a leader. Its staff work morale is low. Previously, many of the company’s workers was protesting the introduction of a system for electronic ‘clocking-in’ that would record when they started and finished work for the day. Workers were concerned and perceived that the system would enable managers to manipulate their working patterns and shift hours. The ‘clocking-in’ system was one small part of a broader restructuring program in the company. For the company, introduction of the ‘clocking-in’ system was a way of modernizing and upgrading the image of the company and improving the efficient use of staff and other resources. However, for the workers, it was seen as a ‘prelude to a radical change which would lead to manipulation of work practices’. One of the workers said ‘this used to be a job which we loved but we are now at the end of our career’. Whatever it is, the management group intends to proceed with their plan and follow to the vision agreed. In this respect, they plan to response to employee’s rumors regarding work practices. From time to time and without going through formal meetings, the management plans to inform workers about the changes and explain why they are needed.*
2. a. Nyatakan **EMPAT (4)** pendekatan perubahan organisasi untuk mengurus perubahan.
   *State FOUR (4) organizational change approaches to managing change.*
   (6 markah/marks)

b. Bincangkan **SATU (1)** pendekatan perubahan organisasi yang terbaik untuk membantu syarikat dalam kes di atas.
   *Discuss ONE (1) best organizational change approach to help the company in the above case.*
   (12 markah/marks)

c. Terangkan dengan ringkas **SATU (1)** imej mengurus perubahan yang berkaitan dengan visi yang ditunjukkan dalam kes di atas.
   *Briefly explain ONE (1) image of managing change that relates to the vision shown in the above case.*
   (5 markah/marks)

d. Nyatakan dan jelaskan **DUA (2)** strategi komunikasi yang digunakan dalam kes di atas.
   *State and elaborate TWO (2) communication strategies used in the above case.*
   (12 markah/ marks)

e. Terangkan dengan ringkas **TIGA (3)** tindakan yang boleh digunakan oleh pihak pengurusan bagi mengekalkan perubahan dalam syarikat.
   *Briefly explain THREE (3) actions that could be used by the management in order to sustain change in the company.*
   (15 markah/ marks)