



**MASTER OF BUSINESS MANAGEMENT  
FINAL EXAMINATION  
January 2024**

Course: OBM4408  
(Managing Change & Innovation)  
Lecturer: Dr. Gan Joo Kong

Duration to complete: 3 hours  
Begin time: 2.00 pm; 21/4/2024  
End time: 5.00 pm; 21/4/2024

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**INSTRUCTIONS:**

1. Answer **ALL** questions. Each question carries **25 marks**.
2. The mark allocated for this paper is **100** but it constitutes **30%** to the total mark.
3. This examination paper is confidential. The questions must be answered individually. You are not permitted to discuss or consult with other students or individuals.
4. References must be made if you use any reference materials.

**Answer Format:**

1. Do not put your name on any material related to the exam. Use only your student ID number for identification.
2. Use font size 12 and 1.5 spacing for your answers.
3. Save your answers in the following format:  
*Student ID, Course Code, Course Title and Lecturer Name.*
4. You must submit the answer script by 5.00pm on 21 /4/2024 to the email address:  
**[jookong@nilai.edu.my](mailto:jookong@nilai.edu.my)**
5. Failing to comply with Format 4 above, your answer script will not be marked.

This exam paper consists of **ONE (1)** printed page (excluding the front cover)

Answer **ALL** questions. Each question carries **25 marks**.

1. (a) Explain the concept that organisations must constantly work to achieve “external adaptation and internal integration” in order to remain stable in the industry they are in. (15 marks)  
(b) Critically evaluate the importance of “emergent change” to firms. (10 marks)
2. (a) What is “cultural web” in an organisation? (12 marks)  
(b) Identify **SIX (6)** characteristics of a “integrative culture” in an organisation. (13 marks)
3. (a) Indicate **TWO (2)** situations where the use of politics is applied in organisations. (15 marks)  
(b) Why conflicts cannot be avoided in organisations? (10 marks)
4. (a) There is no universal definition for a leader and leadership styles have been applied to identify a leader. Explain the life cycle theory as a contingent approach to find a leader. (15 marks)  
(b) Briefly provide **FIVE (5)** reasons to explain the demand for leaders in organisations. (10 marks)

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