TRƯỜNG ĐẠI HỌC VĂN LANG
KHOA: QUẢN TRỊ KINH DOANH

ĐỀ THI VÀ ĐÁP ÁN ĐỀ THI KẾT THÚC HỌC PHẦN
Học kỳ 1, năm học 2023- 2024

Mã học phần: 2317QT0350

Tên học phần: CHANGE MANAGEMENT - Quản trị sự thay đổi

Mã nhóm lớp học phần: 231_7QT0350_01

Thời gian làm bài (phút/ngày): 75 phút

Phòng thi: CS3.G.10.06

Hình thức thi: **Trắc nghiệm kết hợp tự luận KHÔNG SỬ DỤNG TÀI LIỆU**

Cách thức nộp bài phần tự luận (Giảng viên ghi rõ yêu cầu):

Gợi ý:

- Upload file bài làm (word)

Giảng viên nộp đề thi, đáp án bao gồm cả **Lần 1 và Lần 2**

Format đề thi:

- Font: Times New Roman

- Size: 13

- Tên các phương án lựa chọn: **in hoa, in đậm**

- Không sử dụng nhảy chữ/số tự động (numbering)

- Mặc định phương án đúng luôn là Phương án A ghi ANSWER: A

- Phần tự luận liền sau phần trắc nghiệm

- Đáp án phần tự luận: **in đậm, màu đỏ**

Trắc nghiệm 30 điểm
Tự luận 70 điểm

PHẦN TRẮC NGHIỆM (30 điểm)
Quiz (30 marks)

1. What is NOT a characteristic of an organization?
    A. is a social entity.
    B. has a purpose defined by related participants.
    C. has no boundary.
    D. has a structure.

2. Correct PESTEL model includes:
    A. Political, Economic, Social, Technological, Legal, Cultural
    B. Political, Economic, Social, Technological, Literacy, Environment
    C. Political, Education, Social, Technological, Legal, Environment
    D. Political, Economic, Social, Technological, Legal, Environment

3. PESTEL analysis helps an organization to:
    A. Identify the external forces that could impact their business.
    B. Identify the internal forces that could impact their business.
    C. Define the characteristics of the organization.
    D. Define the unchangeable conditions of the internal forces.

4. Correct VUCA model
    A. Volatility, uncertainty, complexity, ambiguity
    B. Volatility, uncertainty, clearness, ambiguity
    C. Volatility, uncertainty, complexity, ambition
    D. Volatility, unconditional, complexity, ambiguity

5. What should we NOT do to deal with the VUCA world?
    A. Increase your knowledge.
    B. Set your prediction.
    C. Prepare your vision.
    D. Wait for the change without preparation.

6. Balogun and Hope Hailey's 4 types of change do NOT include
    A. Adaptation
    B. Evolution
    C. Reconstruction
    D. Correction

7. The Organizational life cycle (Greiner, L.E, Harvard Business Review) based on 2 main dimensions:
    1. Size of Organization & Age of Organization
    2. Type of Organization & Location of Organization
    3. Phage of Organization & Location of Organization
    4. Type of Organization & Value of Organization

8. ARES model includes:
   A. Argument, Readiness, Evidence, Sources
   B. Argument, Reasoning, Emotion, Sources
   C. Argument, Reasoning, Evidence, Sources
   D. Argument, Reasoning, Evidence, Statement

9. In our class, ARES model is mainly used for
   A. Debating
   B. Delegating
   C. Decide making.
   D. A, C and C are correct.

10. Which statement is correct about the Flatter Structure of Organization Structure:
    A. Increasing the number of Span of Control will increase the Manager levels.
    B. **Increasing the number of Span of Control will decrease the Manager levels.**
    C. Increasing the number of Span of Control will remain Manager levels.
    D. The number of Span of Control is not related to the Manager levels.

PHẦN TỰ LUẬN (70 điểm)

Câu 1 (20 điểm):

List 8 steps of John Paul Kotter Change Management model, explain shortly how to do in each step.

Answers

Kotter's 8 Steps Change Model
with 3 groups: Definition, Implementation, Secure

Definition	1	Highlight the urgency	Why change is so necessary.
	2	Build the team	The people who will implement the change.
	3	Define the new vision	How things should and will be.
Implementation	4	Share the vision	Tell people how things will be and why.
	5	Encourage to act	Give good reasons to change.
	6	Create quick wins	Establish achievable goals.
Secure	7	Track the progress	Measure and evaluate the change.
	8	Strengthen the change	Make change part of the culture.

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Câu 2 (20 điểm):

We have learned and come up with but not limited to 17 Principles of Change Management. List at least 10 principles which you could remember to apply for yourself. Hint: Use your 21-day habit assignment reflection. Write each principle in 1 sentence.

Principle 1: The only thing that doesn't change is change.

Principle 2: Even if you don't like change, you must change.

Principle 3: You are the owner of the change you want.

Principle 4: Action brings change.

Principle 5: Small changes everyday lead to big changes

Principle 6: Divide your destination into small steps and conquer each step one by one.

Principle 7: It's never too late to change.

Principle 8: Be proactive in creating positive change, don't wait to be forced to change.

Principle 9: As soon as you feel satisfied with your success and stop changing, you cannot achieve better.

Principle 10: Communicate and inspire change among all stakeholders.

Principle 11: When changes happen, listen to members' sharing and difficulties.

Principle 12: Commitment to support others to overcome difficulties.

Principle 13: Leadership by example for change

Principle 14: Create a supporting group to change and develop the team.

Principle 15: Encourage small wins every day.

Principle 16: Be tolerant of failures.

Principle 17: Create a culture and environment for change. Change is culture, it is life, not a single event.

Câu 3 (30 điểm):

Question 3: (30 marks) has 3 sub questions, each sub question is 10 marks.

This question is based on 4 presentations of 4 groups in the final group assignment.

3.1 List the 4 company names of 4 groups

3.2 With each company, list respectively 1 Critical Changing Force (problem, factor) which impacted that company to change. (With 4 companies you need to write 4 changing factors)

3.3 The group assignment structure asked you to study and present the company change management with 10 aspects. This is an approach to learn about organizational change. List these 10 aspects of your group assignment required.

Đáp án Câu 3:

Depending on 4 projects, students could reflect themselves.

Company Name	Critical Changing Force, Problem, Factors (Student could choose an appropriate factor, suggested below)	Structure of group assignment with 10 aspects
1.Nokia - Communication Electronics	Technological Change: Touch screen technology 3G,4G, 5G network	1. Company Basic Information 2. PESTEL Analysis 3. Organizational Structure 4. Organizational Culture 5. Forces to Change 6. Types of Changes 7. Problems Leading to Change 8. Models of Change 9. Leading the Current Change and Future Change 10. Lessons Learned
2. Vinfast Automobile	Transition from gasoline energy to electric energy vehicle	
3. Riot - Game	Transformation with agile leadership Transparent Communication Employee Empowerment Innovation and Creativity	
4. Coca Cola - Beverage	Changing in consumer behavior/trend	

	"Heavy weight" problem for consumer	
	The Covid19 Pandemic	
	Climate change problem	

Ngày biên soạn: 24.12.2023

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Ngày kiểm duyệt:

Trưởng (Phó) Khoa/Bộ môn kiểm duyệt đề thi: Trưởng Khoa: TS. Nguyễn Quỳnh Mai

- Sau khi kiểm duyệt đề thi, **Trưởng (Phó) Khoa/Bộ môn** gửi về Trung tâm Khảo thí qua email: bao gồm file word và file pdf (được đặt password trên 1 file nén/lần gửi) và nhắn tin password + họ tên GV gửi qua Số điện thoại Thầy Phan Nhất Linh (**0918.01.03.09**).
- Khuyến khích Giảng viên biên soạn và nộp đề thi, đáp án bằng File Hot Potatoes. Trung tâm Khảo thí gửi kèm File cài đặt và File hướng dẫn sử dụng để hỗ trợ thêm Quý Thầy Cô.