ORGANIZATIONAL DIAGNOSTICS AND PLANNED ORGANIZATIONAL
CHANGE – AN APPLICATION OF AN ADAPTED VERSION OF SOFT
SYSTEM METHODOLOGY: A CASE ON ADMINISTRATIVE AND CONSULAR
DEPARTMENT, MINISTRY OF FOREIGN AFFAIRS OF MALAYSIA

WAN AZNAIZAM YUSRI WAN ABDUL RASHID
Bachelor of Arts (Hons.)
University of Minnesota
Minneapolis/Saint Paul
United States of America
1997

Diploma in Public Management
National Institute of Public Administration
Kuala Lumpur
2000

Submitted to the Faculty of Business and Accountancy,
University of Malaya, in partial fulfillment
of the requirements for the Degree of
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I dedicate this report to my parents, Wan Abdul Rashid and Khairul Bariah.
EXECUTIVE SUMMARY

Technology, globalization and liberalization are new forces that challenge the Ministry of Foreign Affairs of Malaysia (Wisma Putra) core business activity and organizational effectiveness. The Wisma Putra, by virtue of its role and responsibilities, must be attuned to the country’s aspirations especially in an era of the global interdependence and increasing competitiveness. Through the years, there have been vast changes in the foreign policy priorities, from defending the country's sovereignty after independence to development and improving the people’s living standards. Traditional diplomacy emphasizes politics, security and consular affairs. However, as the world is moving towards globalization and liberalization these traditional roles are no longer valid for the new generation of Malaysian Foreign Service. In this connection, the need for Wisma Putra to respond rapidly to constant change is vital not only for maintaining its relevancy but also for securing and promoting Malaysia’s national interest in the international arena.

As the need to respond rapidly towards changes in the environment increase, the study is aimed to analyze Administrative and Consular Department (ACD) of Wisma Putra’s ability in sustaining the environment changes need. The objective of the study is to identify obstacles that need to be addressed by the organization in implementing the desirable transformation. The study’s framework is based on both the organizational diagnostics models by Checkland (1999) and Yusof Omar (2001a & 2001b). The results of the five diagnosis namely; (i) Self-Actuation System Diagnosis, (ii) Actor System Diagnosis (Individual & Generic), (iii) Dissipative Structure System Diagnosis, (iv) Six-Level Organizational Diagnosis, and (v) Management System Standard of ISO 9000:2000 Internal Quality Assessment reveals that majority of the variables emerge as the critical success factors for ACD.

Deeper analysis on the results indicates that there are twelve main/most critical success factors that need to be addressed by the ACD immediately. In this connection, the study suggests twelve intervention programs, which is adopted from the Cummings and Worley Model, that need to be implemented within the next one and a half years in order to ensure effectiveness and efficiency in the ACD performances. The study, however, emphasizes that Wisma Putra should continuously evaluate and diagnose its situation in order to improve on those weak areas that may hinder the attainment of its goals and objectives. Furthermore, it is also suggested that future research to be done on a longer interval period and wider scope as it will produce more generalizable results that will be helpful in designing effective intervention programs for the whole of Ministry of Foreign Affairs of Malaysia.
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ACTOR SYSTEM DIAGNOSIS RESULTS

ACTOR SYSTEM DIAGNOSIS RESULTS

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Second Level Diagnosis (Industry)

Third Level Diagnosis (Strategic Orientation)

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