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KIBABII UNIVERSITY



UNIVERSITY EXAMINATIONS

2019/2020 ACADEMIC YEAR

FOURTH YEAR SECOND SEMESTER

MAIN EXAMINATION

FOR THE DEGREE OF BACHELOR OF BUSINESS
MANAGEMENT

COURSE CODE: BBH 424

**COURSE TITLE: ORGANIZATIONAL CHANGE AND
MANAGEMENT**

DATE: 11/11/2020

TIME: 2.00 – 4.00PM

INSTRUCTION TO CANDIDATES

- 1) The paper contains **FIVE** questions
- 2) Attempt **THREE** questions
- 3) Question **ONE** is Compulsory

TIME: 2 Hours

KIBU observes ZERO tolerance to examination cheating

QUESTION ONE (COMPULSORY) : 30 Marks

- a) Change brings stress and anxiety as well as opportunities and the possibility for optimism. Effective organization structures are more conducive to change. It is easier to implement change in a move rather than less effective setting. With this in mind, clearly explain (with the aid of a diagram) the divisional structure citing its merit and demerits. (8mks)
- b) Outsourcing is a management tool that assists in rethinking and re-energizing a company. Explain using relevant examples the difference between outsourcing and insourcing as strategic leverages to change. (6mks)
- c) "Employee training can set the supportive climate for change management". Using the relevant examples, justify this statement. (6mks)
- d) Explain the role of Human Resource Management in managing change in an organization. (5mks)
- e) Discuss the adaptation and discarding stages of the change coping cycle in relation to self-esteem and performance. (5mks)

QUESTION TWO

- a) Organizations respond more slowly to environmental change in decline than in growth. This means that the influencing stage in the change process becomes very extremely difficult. With this in mind, explain the influencing state in the change process. (5mks)
- b) "Pressure for change originates in the environment whereas pressure for stability originates with in the organization". With relevant examples, examine this statement critically. (5mks)
- c) Explain the technique that can be assist in the diagnosis of change. (4mks)
- d) There are different types of organizational changes. Discuss with the use of relevant examples, directional and anticipatory change. (6mks)

QUESTION THREE

- a) i) "Resistance to change is good for an organization". Do you agree or disagree? Discuss. (5mks)
- ii) How can you deal with individual's resistance to change? (3mks)
- b) Explain the steps that should be used when an organization faces a risk. (12mks)

QUESTION FOUR

- a) The commitment and support of the top management is crucial to effective change management. Give reasons to support this statement. (8mks)
- b) Discuss any SIX reasons behind the rapid changes in organizations in the 21st century. (6mks)
- c) Explain how an organization can manage corporate change. (6mks)

QUESTION FIVE

- a. According to Hayes (2007), transformational change 'involves a paradigm shift and completely new behaviours ... this calls for principles, assumptions and values that underpin the implicit and explicit rules that guide behaviour to be revised'. How can a change agent lead transformational change successfully? (10mks)
- b. 'Employee participation ... is perhaps the most powerful lever management can use to gain acceptance of change' (Judson, 1991).
What are the potential barriers to employee participation? How can change agents facilitate employee participation in the change process? (10 mks)