

**KIBABII UNIVERSITY**



**UNIVERSITY EXAMINATIONS  
2022/2023 ACADEMIC YEAR  
THIRD YEAR FIRST SEMESTER**

**MAIN EXAMINATION**

**FOR THE DEGREE OF BACHELOR OF COMMERCE**

**COURSE CODE: BCO 360E**

**COURSE TITLE: MANAGING ORGANIZATIONAL CHANGE**

**DATE: 23 DEC 2022**

**TIME: 2:00-4:00 PM**

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**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**

- a) briefly state the meaning and purpose of organizational change (4 marks)
- b) Changes in organizations can happen unexpectedly or planned changes, state and discuss the major organizational changes happening in today's organizations (8 marks)
- c) Many theories are related to the planned changes in organizations today, briefly relate the Kurt Lewin's change model to changes in organizations in the contemporary world (8 marks)
- d) changes in organizations can be resisted or welcomed by stakeholders, state the advantages that come with bringing change to organizations (6 marks)
- e) top leadership in any organisation serve as the main drivers of change, briefly discuss their role in the whole change process (4 marks)

### **QUESTION TWO**

- a) Organizational changes can be brought about by factors within and without the organization, in relation to this statement, explain the major internal and external factors that bring change in organizations. (10 marks)
- b) Change is inevitable and can come with a lot of rewards to both individuals and an organization as a whole, but it can also be resisted by employees, state and explain why you think change can be resisted (10 marks)

### **QUESTION THREE**

- a) a strategic change is one among the many crucial changes that must happen in organizations, state and explain some of the specific strategic changes and the specific structural changes in detail that can occur organizations (10 marks)
- b) Managers are confronted with the idea of dealing with change without creating divisions among different levels in an organization, explain in detail how they manage resistance to changes. (10 marks)

### **QUESTION FOUR (20 MARKS)**

- a) Planned changes involve a logical step by step approach in order to accomplish the intended objective, highlight and explain the different steps followed (10 marks)
- b) Relate the action research model to changes in organizations today (6 marks)



- c) Deliberate changes require deliberate measures to accomplish the objectives, state four importance of having deliberate changes in organizations (4 marks)

#### **QUESTION FIVE**

- a) Technology is one of the forms of change in organizations, show how technology can help an organization effect change smoothly (7 marks)
- b) Describe the impact of globalization on business operations today (7 marks)
- c) Describe the necessary managerial skills that one should have in order to deal with change effectively (6 marks)