



MURANG'A UNIVERSITY OF TECHNOLOGY

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF HUMAN RESOURCE

UNIVERSITY ORDINARY EXAMINATION

2023/2024 ACADEMIC YEAR

**SECOND YEAR FIRST SEMESTER EXAMINATION FOR MASTER OF SCIENCE
IN HUMAN RESOURCE MANAGEMENT**

BHR 604 – CHANGE MANAGEMENT

DURATION: 3 HOURS

INSTRUCTIONS TO CANDIDATES:

1. Answer **ANY FOUR** questions.
2. Mobile phones are not allowed in the examination room.
3. You are not allowed to write on this examination question paper.

QUESTION ONE (25 MARKS)

- a) Explain the advice you could give management of an organization on how to tackle the problem of resistance to change. (10 marks)
- b) Organizations encounters many different forces for change. Discuss. (9 marks)
- c) Explain three types of change according to Carson. (6 marks)

QUESTION TWO (25 MARKS)

- a) Discuss five different change management strategies. (10 marks)
- b) Successful organizational change depends on leaders. Explain six roles of a leader during change. (6 marks)
- c) Highlight some reasons why employees resist change in an organization. (9 marks)

QUESTION THREE (25 MARKS)

- a) The Kotter – 8 step change model also focuses more on the people experiencing large organizational change rather than the changes themselves. Outline the Kotter eight steps. (8 marks)
- b) Discuss the advantages and disadvantages of internal and external change agents. (9 marks)
- c) Differentiate four levels of change in an organization. (8 marks)

QUESTION FOUR (25 MARKS)

- a) Differentiate the two dimensions of quality. (10 marks)
- b) Business process reengineering is the redesign and analysis of work flow in an effort to make it more efficient. Discuss. (10 marks)
- c) Explain five symptoms of resistance to change in an organization. (5 marks)

QUESTION FIVE (25 MARKS)

- a) Lewins proposed a three – step model in order to target a group norm on value in change management. Discuss. (6 marks)
- b) Explain five stages in change implementation. (10 marks)
- c) Highlight nine characteristics of a successful change agent. (9 marks)