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

SPECIAL/SUPPLEMENTARY EXAMINATION

FOR THE DEGREE OF BACHELOR OF COMMERCE

COURSE CODE: BCO 360E

COURSE TITLE: MANAGING ORGANIZATIONAL CHANGE

DATE: 07/08/2023

TIME: 2:00PM-4:00PM

INSTRUCTION TO CANDIDATES

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

TIME: 2 Hours

QUESTION ONE (30 MARKS)

- a) Distinguish between adaptive and transformative organizational changes (6mks)
- b) as an ardent human resource manager, give reasons why you think individuals and organizations do change (10mks)
- c) Many theories are related to the planned changes in organizations today, briefly relate the positive change model to changes in organizations in the contemporary world (8mks)
- d) Changes in organizations can be resisted or welcomed by stakeholders, state the disadvantages that comes with bringing change to organizations (6mks)

QUESTION TWO (20 MARKS)

- a) An organization is experiencing a problem and a manager has approached you to help, as a specialist, explain the nature of organizational development and describe how it might be used to solve their problems (10mks)
- b) State and explain the major organizational politics related to adapting to changes in operations (10MKS)

QUESTION THREE (20 MARKS)

- a) Explain with enough literature the consequences of not communicating change effectively in organizations (10mks)
- b) Explain in detail how organizational culture influences organizational change process and how managers can successfully manage cultural change (10mks)

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 (10mks)
 - a) Relate the Kurt Lewin's model to changes in organizations today (6mks)
 - b) How does a physical setting of an organization affect its change process (4mks)

QUESTION FIVE (20 MARKS)

- a) Resistance to change is good to an organization ,discuss (7mks)
- b) Describe the impact of globalization on business operations today (7mks)
- c) a change manager needs distinct capabilities to steer change, provide a checklist of some of these competencies (6mks)