

CHUKA



UNIVERSITY

COLLEGE

UNIVERSITY EXAMINATIONS

**THIRD YEAR EXAMINATION FOR THE AWARD OF DEGREE OF
BACHELOR OF COMMERCE**

BCOM 362: MANAGEMENT OF CHANGE

STREAMS: BCOM Y3S1

TIME: 2 HOURS

DAY/DATE: WEDNESDAY 11/4/2012

11.30 A.M. -1.30 P.M.

INSTRUCTIONS:

- 1. Answer question 1 and any other 2 questions.**
- 2. Do not write on the question paper.**

Questions

1. The management of Chuka University has decided to implement a change program dubbed 'Paperless Era' which involves the adoption of computer technology in the learning process. The change will require the lecturers to be using computers and projectors in their lectures. The students will also be registering online and submitting their assignments online. Administrative communication will also be done using email and not printed memos.

Required:

- (a) Explain what change is and differentiate between operational and strategic change. [5 marks]
- (b) Using Kurt Lewin's force field theory, analyze the above change process giving practical examples of the forces that will be involved in this process. [10 marks]
- (c) Explain the methods that can be applied in dealing with resistance to change in the above change process and show what key benefit and drawback would be presented by each method. [15 marks]

2. (a) Identify any 5 forces of change and explain how they affect the work of a human resource manager. [10 marks]
- (b) Who is a change agent and what behaviour styles would he encounter in the process of negotiating a change in the organization? [10 marks]
3. (a) Differentiate between systemic and behavioural resistance to change and explain why people resist change. [10 marks]
- (b) Citing its major contributions, explain the emergent approach to change management. [10 marks]
4. (a) Define change management and briefly explain the phases of change in organizations using the Bullock and Batten' Model. [10 marks]
- (b) Giving practical examples, explain the mistakes that change agents can make in negotiating change. [10 marks]
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