

The
Management
University
of Africa



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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

MGT 413 : CHANGE MANAGEMENT

DATE: 3RD APRIL 2025

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

XYZ Corporation is a global technology company specializing in software development. Due to increasing market competition and technological advancements, the company decided to transition from a traditional hierarchical management structure to an agile, cross-functional team-based model. The change aimed to enhance efficiency, innovation, and responsiveness to customer needs.

Within a year, XYZ Corporation saw significant improvements in productivity, employee satisfaction, and customer response times. Cross-functional collaboration increased, and the company reported a 20% rise in innovation-driven projects. The structured change management approach ensured long-term success and sustainability.

These experiences of XYZ Corporation highlighted the importance of addressing multiple dimensions in change management. By focusing on leadership, communication, stakeholder engagement, culture, and technology, organizations can navigate change effectively and achieve their strategic objectives. XYZ Corporation's experience demonstrates that a well-planned and executed change initiative can drive growth and innovation in a competitive market.

Required:

- a) Highlight and explain five key dimensions in change management employed by the XYZ Corporation. (10 Marks)
- b) Discuss three challenges and their remedial measures to the dimensions of change depicted in the study above. (9 Marks)
- c) Examine three fundamental results that accrues due to the role human resources play in capacity building. (6 Marks)

QUESTION TWO

- a) Describe five typical ways of dealing with resistance to change in the organization. **(5 Marks)**
- b) Negotiation is key in the process of work facilitation. Examine five principles that should be adhered to during the negotiation process. **(10 Marks)**

QUESTION THREE

- a) Highlight at least five reasons why resistance to change exist in an organization **(5 Marks)**
- b) In today's contemporary society, there exists conflicts which in many times are seen as a ground for improvement in work management. Clearly describe the conflict management process in the organization **(10 Marks)**

QUESTION FOUR

- a) Assume you are the manager of a fast growing organization in a service industry. Outline key guidelines in the management of effective change as prescribed by Kotter's 8 steps model to change. **(8 Marks)**
- b) Describe at least seven sources of resistance to change in an organization of your choice **(7 Marks)**

QUESTION FIVE

- a) State and discuss five external forces of change in the contemporary business world **(10 Marks)**
- b) Briefly describe some of the common mistakes people make during negotiation **(5 Marks)**

QUESTION SIX

- a) Explain five key roles of human resources in managing change in the organization **(10 Marks)**
- b) Assess some of the benefits of conducting training needs assessment in an organization **(5 Marks)**