

**FINAL EXAMINATION**

**BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)
HUMAN RESOURCE MANAGEMENT
BACHELOR OF BUSINESS ADMINISTRATION (HONOURS)
BACHELOR OF CORPORATE ADMINISTRATION (HONOURS)**

COURSE : MANAGING CHANGE

COURSE CODE : MGT3433/MGT402

DURATION : 3 HOURS

INSTRUCTIONS TO CANDIDATES:

1. This question paper consists of **FOUR (4)** questions.
2. Answer ALL questions in the Answer Booklet provided.
3. Please check to make sure that this examination pack consists of:
 - i. The Question Paper
 - ii. An Answer Booklet
4. Do not bring any material into the examination hall.
5. Please write your answer using permanent ink.

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DO NOT OPEN THE QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO

This question paper consists of 2 printed pages including the front page

LONG ESSAY

Instruction: Answer ALL questions.

1. Many organizational change initiatives failed not because of poor planning or lack of resources, but it is because of employees are unwilling to accept new ways of working. Organizational culture often determines whether change is embraced or resisted.

Explain **FIVE (5)** roles of organizational culture in organizational change and provide an example of real practice for each role.

(25 marks)

2. Communicating organizational change can be as complex as the change itself. Differences in perception, emotions, culture, language and organizational hierarchy often influence how change messages are transmitted and interpreted.

Discuss **FIVE (5)** common barriers of communication in organizational change and provide an example of real practice for each barrier.

(25 marks)

3. Failure in organizational change can be as valuable as it is costly and as educational as it is disappointing. However, some failures occur because organizations ignore warning signs, fail to prepare the documents required adequately or make poor decisions during the change process.

Discuss **FIVE (5)** causes of blameworthy failures in organizational change and provide an example of real practice for each cause.

(25 marks)

4. Managing organizational change can be as rewarding as it is challenging. While change managers have opportunities to develop new skills, influence others, and demonstrate their capabilities, they must also cope with resistance, uncertainty, conflict, and implementation pressures.

Explain **FIVE (5)** challenges faced by change managers during organizational change and provide an example of real practice for each challenge.

(25 marks)

(TOTAL: 100 MARKS)

END OF QUESTION PAPER

