



*“Investing in Africa’s future”*

**COLLEGE OF BUSINESS, PEACE, LEADERSHIP & GOVERNANCE**

**NMMS 211: CHANGE MANAGEMENT**

**END OF SECOND SEMESTER EXAMINATION**

**APRIL 2023**

**LECTURER: DR STANISLAS BIGIRIMANA**

**DURATION: 3 HOURS**

***INSTRUCTIONS***

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**ANSWER THE FIRST QUESTION AND ONE QUESTION OF YOUR CHOICE IN EACH SECTION**

**SOUND ARGUMENT AND ILLUSTRATIONS WILL EARN YOU MARKS**

### **QUESTION 1(25 marks)**

Basing yourself on an organization of your choice:

- 1) Identify an area where change is needed;
- 2) Explain why that area really needs to change;
- 3) Suggest a process that change management in that area may follow;
- 4) Identify factors that may lead to successful change management in that area;
- 5) Identify obstacles that may make change management difficult or unsuccessful in that area;

### **SECTION A**

#### **QUESTION 2 (25 marks)**

Discuss in detail at least 3 factors that may trigger a change in an organization;

#### **QUESTION 3 (25 marks)**

Explain the challenges brought by the need for integration in the process of change management.

### **SECTION B**

#### **QUESTION 4 (25 marks)**

Explain and illustrate the main assumptions of Lewin's theory of change

#### **QUESTION 5 (25 marks)**

Explain and illustrate the main assumption of Deming's theory of change.

### **SECTION C**

#### **QUESTION 6 (25 marks)**

Using concrete examples, explain how political factors may triggers change in an organization.

#### **QUESTION 7 (25 marks)**

Using Concrete examples, explain how environmental factors may trigger a change in an organization.

**END OF EXAMINATION**