



COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

COURSE CODE AND TITLE: NMMS 211 CHANGE MANAGEMENT I

END OF SEMESTER EXAMINATION

NOVEMBER 2023

LECTURER: DR STANISLAS BIGIRIMANA

DURATION: 3 HOURS

INSTRUCTIONS

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

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

SECTION A

QUESTION 1 (40 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 key stakeholders in the change management process
- 5) Identify factors that may lead to successful change management in that area;
- 6) Identify obstacles that may make change management difficult or unsuccessful in that area;
- 7) Provide a theory that supports the change process that you have suggested.

QUESTION 2 (40 MARKS)

Basing yourself on the presentation you made in class on one of the organisations below:

- 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 key stakeholders in the change management process
- 5) Identify factors that may lead to successful change management in that area;
- 6) Identify obstacles that may make change management difficult or unsuccessful in that area;
- 7) Provide a theory that supports the change process that you have suggested.
- 8) Was the change process successful? If Yes why? In NO why?

NO	TOPIC	Presenters
1.	Phil Knight: CEO at Nike	
2.	Komatsu Limited	
3	Apple Computer 1992	
4.	Bill Gates and the Management of Microsoft	
5.	The Body Shop International	
6.	Adam Opel AG	
7.	Intel Corporation	
8.	The Harvard Business School	

9.	Colgate Palmolive	
10.	Jack Welch	
11	Uber	
12	Jack Ma, Alibaba	
13	E-bay	
14	Amazon	
15	Krupp	
16	Samsung	
17	Wuerth	

SECTION B

QUESTION 3 (20 marks)

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

QUESTION 4 (20 marks)

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

SECTION C

QUESTION 5 (20 marks)

Using concrete examples compare and contrast planned and unplanned change

QUESTION 6 (20 marks)

What may trigger change in an organization?

SECTION D

QUESTION 7 (25 marks)

Using concrete examples, explain how political factors may lead to the success or failure of a change process in an organisation

QUESTION 7 (25 marks)

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

END OF EXAMINATION