



Inspiring Innovation and Leadership

KARATINA UNIVERSITY
UNIVERSITY EXAMINATIONS
FOURTH YEAR, SECOND SEMESTER EXAMINATIONS
2024/2025 ACADEMIC YEAR

FOR THE DEGREE OF:
BACHELOR OF HUMAN RESOURCE MANAGEMENT
COURSE CODE: BHR 425
COURSE TITLE: CHANGE MANAGEMENT AND HR
TRANSFORMATION

DATE: 28TH APRIL 2025

TIME: 3.00 PM- 5.00PM

INSTRUCTION TO CANDIDATES

- SEE INSIDE

INSTRUCTIONS

Answer Question one and any other three questions

QUESTION ONE-COMPULSORY

Read the following case study and answer the questions that follow

Instructions : Answer question one and any other three Question

LAZ CORPORATE

Laz Corporate which develops bulbs appointed an operations manager, Joan West after it was realized that the company was extremely inefficient and a lot of valuable resources were being wasted. To assist the Enterprise become more profitable, the manager made a decision to restructure the entire business. This was to be done through a change management plan where leadership provided the business with reasons for restructuring to prepare for the upcoming change.

The organization sent home 200 employees and eliminated unprofitable branches. The remaining employees were retrained to cope with the latest technology of bulb manufacture, development and marketing. The Board paid tribute to Joan for the role she played in the transformation from a position of weakness to one of financial strength and global renown as a pioneer bulb dealer.” So, through leadership and communication, she managed to direct the business through an incredibly difficult time and turned it into a profitable business.

QUESTION ONE

- a) Using ADKAR model explain the process taken to bring about the changes by Joan
(6 Marks)
- b) Examine four methods Joan used to bring all employees on board and avoid resistance in the change process
(7 Marks)
- c) Analyze six steps for effective organization change management that enable transformation of LAZ Corporate
(6 Marks)
- d) Joan used Incremental change approach that increases confidence to provide momentum for strategic change. Explain three attributes of Incremental change
(6 Marks)

QUESTION TWO

- a) Analyze the significance of change management from an organizational perspective
(8 Marks)
- b) Explain new patterns of behavior and norms that the management must establish in managing cultural change
(7 Marks)

QUESTION THREE

- a) Examine any four (4) reasons why employees resist change although change is important for organizations
(8 Marks)
- b) Explain four variables that can cause constraints in implementation of a revised change strategy
(7 Marks)

QUESTION FOUR

- a) Explain how you would apply MCKINSEY-7S Change Model to establish changes needed in an organization
(8 Marks)
- b) Change agents are often used by Organizations to speed up and facilitate the change process. Describe the competencies Human Resource professionals must demonstrate to be an effective change agent
(7 Marks)

QUESTION FIVE

- a) Describe how an organization can redesign the Next Generation Human Resources Function to make it more competent
(7 Marks)
- b) Explain the concept “Digital transformation in HR” and the benefits it has brought to organisations
(8marks)

QUESTION SIX

- a) Human Resource transformation is about positioning human resources as a business partner in the organization. Outline the requirements for a successful Human Resource transformation
(7 Marks)
- b) Examine any four methods of increasing employee accountability in the workplace
(8 Marks)