



KARATINA UNIVERSITY
UNIVERSITY EXAMINATIONS
FOURTH YEAR, FIRST SEMESTER
2023/2024 ACADEMIC YEAR

FOR THE DEGREE OF:
BACHELOR OF HUMAN RESOURCE MANAGEMENT

COURSE CODE: BHR 417

**COURSE TITLE: DIAGNOSING AND CHANGING
ORGANIZATION CULTURE**

DATE: 15/12/2023

TIME: 11.00AM - 1.00PM

INSTRUCTION TO CANDIDATES

- SEE INSIDE

INSTRUCTIONS: Answer Question **ONE** and any other **THREE**

QUESTION ONE

KAMAU KILWA CONSTRUCTION (KKC) COMPANY LIMITED

Kamau Kilwa is a register company limited. It was registered in 2016 as a partnership construction business by Engineer Kamau and Architect Kilwa and had its head office in Eldoret. The business was doing well in road and buildings company and based on the many changes and opportunities in the industry, the two decided to convert the partnership into a limited company in 2017. Kilwa became the Chairman of the Board of Directors while Kamau took the office of Chief Executive Officer (CEO) in charge of operations. By the time of change, the business had a workforce of 56 and all were retained. The culture in the organization was good and people were motivated to work. Retention of the workers was informed by this culture and many changes in the labor laws in the country and KK did not wish to derail their focus through employees related disputes. Unfortunately, most of the employees had no formal training and therefore though retained could not be promoted to supervisory or management level, but new and qualified employees had to be recruited. Engineer Kamau scanned the industry and realized the great potential and enormous opportunities. He therefore suggested that they invest heavily in heavy construction machineries with an aim of securing tenders from County and National Government for roads and dams construction. This worked very well for the company until 2021 when Chinese companies invaded the industry with more complicated construction machines that could perform quality work at low cost. This is when KK hired a Janet-Jane Consultants to diagnose the competition and the industry to inform strategic decision. The consultant noted the strength and weaknesses of KK and advised on the necessary changes required.

Required

- (a) Identify three probable changes that could have informed the change of business from partnership to company limited. (6 Marks)
- (b) Analyze five tools through which Janet-Jane could have used to achieve the objective of the assignment. (10 Marks)
- (c) Explore six reasons that made KK engage the services of the consultants. (6 Marks)
- (d) Discuss three disadvantages associated with employees who do not scan employment world as noted in the above case. (3 Marks)

QUESTION TWO

- (a) When Mr Rx changed his employment from corporate world to County P, he realized a change in organizational culture. Analyze five observable things that he could have observed. (5 Marks)
- (b) Discuss five individual behavior that affect organizational culture. (10 Marks)

QUESTION THREE

- (a) Davis Kim was hired by Company Til as a change agent. Analyze four qualities of a change agent. (4 Marks)
- (b) Explain four different aspects of organization that the Organization Culture assessment Instrument proposed by Kim Cameron and Robert Quinn, addresses. (8 Marks)
- (c) Identify three dimensions of quality (3 Marks)

QUESTION FOUR

- (a) Explain five techniques of improving quality in a service business such as a transportation. (5 Marks)
- (b) Analyze three merits of managing human resource using just in time philosophy in a construction site. (6 Marks)
- (c) Discuss four ways of reducing employees' resistance when an organization is undergoing major changes in its operations. (4 Marks)

QUESTION FIVE

- (a) Analyze five ways through which power of culture is demonstrated in an organization. (5 Marks)
- (b) A Human Resource Consultant one commented in a workshop; 'Don't try to change teams, don't try to change organization'. Just change the individual and you'll have achieved everything. Using five illustrations in support this Consultant. (10 Marks)

QUESTION SIX

Management of Tweke Limited has decided to replace performance appraisals with performance management system.

- (a) Explain three merits of diagnosis a system before implementation of new strategies. (6 Marks)
- (b) Analyze four stages of implementing the above process. (6 Marks)
- (c) Discuss three roles of human resource manager in the proposed change. (3 Marks)