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University Examinations 2023/2024

FOURTH YEAR SECOND SEMESTER EXAMINATION FOR THE DEGREE OF
BACHELOR OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

BBR 3455: INNOVATION AND CHANGE MANAGEMENT

DATE: APRIL 2024

TIME: 2 HOURS

INSTRUCTIONS: Answer question *one* and any other *two* questions

QUESTION ONE (30 MARKS)

- a) Discuss the role of leadership in fostering a culture of innovation within the organizations (10 marks)
- b) Discuss the benefits of organizational change in enhancing competitiveness and adaptability in dynamic business environments (10 marks)
- c) Discuss how leaders can effectively communicate the need for change, building a sense of urgency, and mobilizing support for change initiatives (10 marks)

QUESTION TWO (20 MARKS)

- a) Discuss both positive and negative impacts of technology and innovation (11 marks)
- b) Discuss the key stages of the change process, as outlined in models such as Lewin's Change Management Model (9 marks)

QUESTION THREE (20 MARKS)

- a) Discuss common organizational barriers to creativity and innovation in many organizations (10 marks)
- b) Discuss enhancers of technological innovation in many industries in Kenya today (10 marks)

QUESTION FOUR (20 MARKS)

- a) Discuss the key stages of the diffusion of innovations model proposed by Everett Rogers and how each stage contributes to the adoption and spread of new innovations (10 marks)
- b) Discuss the principles of Kaizen and how they align with involving people in change processes. (10 marks)

QUESTION FIVE (20 MARKS)

- a) Explain the primary sources or causes of resistance that individuals and organizations may encounter when implementing change initiatives (10 marks)
- b) Discuss the principles and key components of the Ringi System and how they facilitate consensus building and participatory decision-making. (10 marks)