



# **MAASAI MARA UNIVERSITY**

**REGULAR UNIVERSITY EXAMINATIONS**

**2023/2024 ACADEMIC YEAR**

**THIRD YEAR FIRST SEMESTER**

**SCHOOL OF BUSINESS AND ECONOMICS  
BACHELOR OF SCIENCE IN HUMAN RESOURCE  
MANAGEMENT**

**COURSE CODE: BHR 3106-1**

**COURSE TITLE: CULTURAL RE-ENGINEERING**

**DATE: 6/12/2023**

**TIME: 1100-1300 HRS**

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**INSTRUCTIONS TO CANDIDATES**

Answer Question **ONE** and any other **TWO** questions

### **Question One**

- a) What does re-engineering mean and what are its benefit to the Organization. **(5 marks)**
- b) More than 50 percent of re-engineering projects are usually unsuccessful within their first five years. Discuss the reasons as to why they fail. **(5 marks)**
- c) Discuss the five steps for implementation of re-engineering process. **(5 marks)**
- d) Discuss the following specific organizational development strategies
  - i. Team Building **(2 marks)**
  - ii. Empowerment **(3 marks)**

### **Question Two**

There are a number of internal and external factors which are responsible for cultural change in an organization. Discuss them. **(15 marks)**

### **Question Three**

- a) Explain the various types of change an organization can prepare for. **(10 marks)**
- b) The change process involves three basic stages. Discuss the stages. **(5 marks)**

### **Question Four**

- a) Describe a cosmopolitan manager. **(1 marks)**
- b) Outline qualifications of a cosmopolitan manager **(7 marks)**
- c) Discuss the benefits of the re-engineering process. **(7 marks)**

### **Question Five**

- a) Management has to overcome resistance to organizational change. Discuss five ways in which they can use to overcome resistance to change. **(10 marks)**
- b) Discuss factors that have been found to be critical determinants of diffusion. **(5 marks)**

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