

KIBABII UNIVERSITY



**UNIVERSITY EXAMINATIONS
2015/2016 ACADEMIC YEAR
SECOND YEAR FIRST SEMESTER**

FOR THE MASTER DEGREE IN BUSINESS ADMINISTRATION

COURSE CODE: MBA 881

COURSE TITLE: STRATEGIC MANAGEMENT OF CHANGE

DATE: 9TH MAY 2016 TIME: 2.00PM

INSTRUCTIONS TO CANDIDATES

Answer **All** questions in Section A and Any other **THREE (3)** Questions from **section B**

SECTION A

Question One

Many organizations are redesigning themselves to become learning organizations in today's competitive market place.

- a) Explain the characteristics of learning organizations (5 marks)
- b) Choose one organization from Kenya's corporate world that fits into the description of a learning organization. Support your choice (20 marks)
- c) 'Any modern enterprise having a fear to change never survives today!' In light of this statement, what is the meaning of change management? (5 marks)
- d) Critically examine why employees may resist change. How can managers deal with such resistance to create synergy in the organization (10 marks)

SECTION B

Question Two

- a) Many strategic changes in organizations have failed due to poor planning on the part of change agents. Discuss (15 marks)
- b) Identify barriers to cultural change. How can managers overcome such barriers and bring about culture change in the organization? (5 marks)

Question Three

- a) Critically evaluate the various structural changes and interactions that managers can employ in pursuit of strategic changes geared towards turning around declining organizations. (15 marks)
- b) Describe the various types of changes that are of strategic importance to today's global managers (5 marks)

Question Four

- a) Management of conflicts poses a lot of challenges in today's global market place. This is especially so with inexperienced managers. As a manager, discuss the various techniques that can be employed to manage this phenomenon (15 marks)
- b) Discuss ways in which leadership styles adopted by organizational leaders affect change strategies in a highly volatile and dynamic business environment (5 marks)

Question Five

- a) The process of organizational change requires extensive communication among all stakeholders in an organization. For global organization, communication can particularly be challenging. Discuss (10 marks)
- b) Critically evaluate Kurt Lewin's model of change management. How relevant is it in today's organizations (10 marks)