

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

**EXAMINATION FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS
ADMINISTRATION**

MBAD 874: MANAGEMENT OF STRATEGIC CHANGE

STREAMS: MBAD Y2S1

TIME: 3HOURS

DAY/DATE: WEDNESDAY 6/10/2021

11. 30 A.M – 2.30 P.M

INSTRUCTIONS

Answer all the questions

Read the below case study and answer the questions that follow

ICT Business models

Infusion of emerging technologies such as robots and artificial intelligence will propel production and business in major industries including manufacturing, energy and transport in 2025, says a new report. It is predicted that major ICT trends will make the world more connected than before changing business operations globally.

‘The intelligent world is arriving, and its close enough to touch’, says the report predicting that information communication technologies will now drive change ‘everywhere’ giving new opportunities to companies and individuals. Major technologies trends that will shape business development patterns will be based on digitization, intelligence and connection of people. The fusion of artificial intelligence, augmented reality/ virtual reality and the fifth generation network will open up innovation opportunities for people, industry and culture.

By 2025, search for services and commodities will be ‘ smart, smooth and button – free’. By this time, 90% of the population will use ‘digital assistants’ on their smartphones with appliances, cars and devices beginning to speak to people and even anticipating their needs. The manufacturing sector will experience efficient operations and safer working environment as

robots will be working alongside along side employees taking on the most dangerous and repetitive tasks.

QUESTIONS

(a) Explain six environmental forces that are driving change in Kenyan Organizations .
[12
marks]

(b) Discuss the internal organizational trends impacting change in the service sector.
[8
marks]

(c) The author quotes ‘The manufacturing sector will experience efficient operations and safer working environment’. ‘Explain five other benefits of implementing change to both public and private sector organizations.
[10
marks]

QUESTIONS TWO

(a) Discuss how you can identify and analyze the causes of change in an organization.
[10
marks]

(b) Discuss the two approaches to change management. [10 marks]

QUESTION THREE

(a) In reference to the concept of ‘learning organization’ discuss how a manager can facilitate competency development in an organization. [10
marks]

(b) Explain the role of a change leader in management of change. [10 marks]

QUESTION FOUR

(a) Explain five basic principles for negotiating change in an organization. [10 marks]

- (b) You have been hired by your county government with the sole mandate of addressing the issue of resistance to change which has slowed down the introduction of new strategies by the county. Explain to the county management board the major cause of systematic resistance to change. [10 marks]
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