

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE

BCOM 456: MANAGEMENT OF CHANGE

STREAMS: BCOM Y4S1

TIME: 2 HOURS

DAY/DATE: THURSDAY 23/09/2021

2.30 P.M – 4.30 P.M.

INSTRUCTIONS:

- Answer question ONE and any other TWO questions

QUESTION ONE

Read the below case study and answer the questions that follow.

The business world today is going very fast and new technology, new methods of production, new taste of customers, and new market trends as well as new strategies for best control of the organizations and motivation of employees are emerging. By keeping in view all these things, the manager and experts of businesses today now compel to decide about the change management in the organizations, because business activities now are globalized and every organization strives to sustain the loyal customers.

Taking effective action starts with a culture change and change management to achieve it. Organization change is one of the riskiest, most earth-shaking things a company can do. In a world filled with constant change, adapting isn't enough. The true leaders are the ones who owns change and use it to capitalize on new opportunities in order to remain on top. But being a bringer of change and use it to capitalize on new opportunities in order to remain on top. But being a bringer of change is sometimes easier said than done.

While your day-to-day duties make demands on your time, don't neglect your most important HR responsibility: helping your organization plan and manage changes essential to the organization's growth and future. You need to develop your change management and organizational diagnosis skills, so you'll be ready to aid major changes within your organization.

- (a) Explain the reasons for organizational change in the business world today. (10 marks)

- (b) Identify and explain five strategies that managers can use to manage the emerging trends in the market. (10 marks)
- (c) The author quotes ‘taking effective action starts with a culture change and change management to achieve it.’ Discuss how managers can align the organization’s culture, value, people and behaviours to encourage the desired results. (10 marks)

QUESTION TWO

- (a) “Organizations are much dependent on the environment for survival and prosperity.” Explain why managers must understand the environment in managing change. (10 marks)
- (b) Discuss five organizational challenges facing firms in management of change. (10 marks)

QUESTION THREE

- (a) Discuss the emergent view of change management. (10 marks)
- (b) Organizational competency is a factor of how well the organization is oriented towards change. Discuss how a manager can facilitate learning in the organization. (10 marks)

QUESTION FOUR

- (a) Implementing change successfully requires that the right managers be in the right positions to facilitate it. Explain the role of a manager in change management. (10 marks)
 - (b) Negotiating corporate change is best understood as a means of advancing the full set of your interest by jointly decided action. Discuss the basic principles in negotiating for corporate change. (10 marks)
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