

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: MONDAY 29/03/2021

11.30 A.M. – 1.30 P.M.

INSTRUCTIONS:

- **Answer question one and any other two questions**

QUESTION ONE

It is argued that change cannot be an occasional episode in the life of a corporation and that change is everywhere and quite erratic. Companies with rigid structures will be swept away. Those that will adapt will survive and thrive. Hence organizations are much dependent on the environment for survival and prosperity. Organizations worldwide must therefore prepare and adjust to the uncertain future.

- (i) In the context of Kenyan business environment, explain five forces that bring change in organizations. (10 marks)
- (ii) Explain five benefits of implementing change to both public and private sector organizations. (10 marks)
- (iii) Discuss the planned change view to management of change in an organization. (10 marks)

QUESTION TWO

- (a) Explain the meaning of the term 'learning organization' and discuss how a manager can facilitate learning in the organization. (12 marks)
- (b) Explain four basic principles for negotiating change in an organization. (8 marks)

QUESTION THREE

Managers play a critical role in implementing change successfully. In fact, leaders are regarded as the drivers of change:

- (a) Explain the role of leadership in change management. (10 marks)
- (b) Explain five advantages of using external executives as change agents. (10 marks)

QUESTION FOUR

- (a) Explain how you can successfully conduct stakeholder analysis in change management. (10 marks)
 - (b) Resistance to change is a multifaceted phenomenon which introduces delays, additional costs and instabilities into the process of change. Discuss five ways of dealing with behavioral resistance to change. (10 marks)
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