

CHUKA



UNIVERSITY

### UNIVERSITY EXAMINATIONS

#### EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF COMMERCE

#### BCOM 456: MANAGEMENT OF CHANGE

STREAMS: BCOM Y4S1 (ODEL)

TIME: 2 HOURS

DAY/DATE: TUESDAY 05/10/2021

11.30 A.M – 1.30 P.M.

#### INSTRUCTIONS:

- Answer question one and any other two questions.

#### QUESTION ONE

Organizational 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 own 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.

- Explain six forces causing change to Kenyan Organizations. (12 marks)
- “The true leaders are the ones who own change and use it to capitalize on new opportunities in order to remain on top”. Explain the role of a leader in change management. (8 marks)
- Identify and explain five strategies that managers can use to manage the emerging change trends in the market. (10 marks)

#### QUESTION TWO

- Discuss five ways in which an organization can embrace continuous learning. (10 marks)
- Systemic resistance has been described as the passive incompetence of the organization to manage change. Explain five causes of organizational resistance to change. (10 marks)

**QUESTION THREE**

- (a) Explain the two dimensions to change management. (8 marks)
- (b) Change leadership must ensure that they fully address the human side of change, otherwise their best laid plans may fail. Explain how you can engage people to facilitate change in the organization. (12 marks)

**QUESTION FOUR**

- (a) Stakeholders are defined as those individuals or groups of individuals who depend on the organization to fulfil their own goals and on whom the organization in turn depends. Discuss how a change manager can buy the commitment of stakeholders in change management. (12 marks)
  - (b) Explain four principles for negotiating corporate change. (8 marks)
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