

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: FRIDAY 06/12/2019

2.30 P.M. – 4.30 P.M.

INSTRUCTIONS:

- **Answer question ONE and any other TWO questions.**

QUESTION ONE (CASE STUDY)

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

How Technology is set to Change 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 word is arriving, and it’s 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 technological 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 employees taking on the most dangerous and repetitive tasks.

QUESTIONS

- (a) Other than technology, explain other forces that are driving change in Kenya organizations. (12 marks)

- (b) Discuss the information communication technology (ICT) 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 other benefits of implementing change to both public and private sector organizations. (10 marks)

QUESTION TWO

- (a) As a change agent, discuss management tools for identifying and analyzing the causes of change in an organization. (8 marks)
- (b) With the aid of a diagram, discuss the varieties of change in organizational change. (6 marks)
- (c) Explain the role of a change leader in management of change. (6 marks)

QUESTION THREE

- (a) Explain the meaning of the term ‘learning organization’, and discuss how a manager can facilitate learning in the organization. (12 marks)
- (b) Discuss the aspects of culture to consider in managing change. (8 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 of change which has slowed down the introduction of new strategies by the county. Explain to the county management board the major cause of systemic resistance to change. (10 marks)
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