

---

**CHUKA**



**UNIVERSITY**

---

**UNIVERSITY EXAMINATIONS**

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

**MBAD 847: MANAGEMENT OF CHANGE**

**STREAMS:**

**TIME: 3 HOURS**

**DAY/DATE: THURSDAY 06/12/2018**

**2.30 P.M – 5.30 P.M**

---

**INSTRUCTIONS:**

**Answer ALL Questions**

**BUSINESS MERGER**

Mackel supermarkets are spread all over the country with the supermarket having more than one retail shop in towns where its estimated that business may be good. Mackel is a traditional family name depicting one of its founder who has since delegated the function of managing the supermarkets to the children who are now the managers. As years went by the new managers who did not have prior experience ceased to involve professionals in decision making and continued opening branches in different parts of the country. Many employees were also recruited without proper training or adherence to human resource plan. Suppliers are often allowed to pick goods from the super market in exchange of what they supply. Employees often receive their monthly salaries late and the supermarket delays remitting statutory deductions.

Due to intensive competition that has reduced performance, the management of Mackel supermarket has resolved to close some branches, sell some to competitors and layoff some employees. This information has reached employees and managers of different branches who have resisted the move. An agreement has been reached that some employees will be absorbed by the new supermarket owners.

**Required :**

- (a) Using a change management model as reference advice the management of mackel supermarkets on how to implement the desired plan. [10 marks]
- (b) Suggest reasons that contributed to the prevailing business performance of mackel supermarkets. [10 marks]
2. (a) Moon link ltd a new educational institution intends to involve different stakeholders in its development plan. Explain the types of stakeholders and their relevance to the organization. [12 marks]
- (b) The human resource manager is advocating for planned change in all future organization undertakings. Justify the reasons for preferring this management approach. [8 marks]
- marks]
3. (a) Lecktech ltd intends to start a staff restructuring program which has attracted resistance from within the organization. Using Kotters change model explain the way in which the company should undertake the restructuring process. [10 marks]
- (b) Explain the causes of employee resistance to change and strategies of dealing with the resistance. [10 marks]
4. (a) You have been requested to spear head implementation of a new performance management system. Using examples explain your role in ensuring the new performance management approach is accepted, implemented and fully integrated into operations of the organization. [12 marks]
- (b) Change is inevitable and those who resist change can resist anything. Using theoretical foundation explain the reasons why some public officers resist transfer to different regions of a country. [8 marks]
-