

CHUKA



UNIVERSITY

### UNIVERSITY EXAMINATIONS

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

**MBAD 842: ORGANIZATIONAL MANAGEMENT**

**STREAMS: MBAD (ODEL)**

**TIME: 3 HOURS**

**DAY/DATE: MONDAY 14/04/2025**

**8.30 A.M. – 11.30 A.M.**

#### INSTRUCTIONS

- **Answer ONE any THREE Questions**
- **Do not write anything on the question paper**

#### **Question one**

##### **A Case Study of TechSolve Inc. ( 20 marks)**

TechSolve Inc., a rapidly growing technology company, has been a leader in software development for over a decade. However, the company recently faced significant challenges as new competitors entered the market, and the demand for their product began to decline. As a result, the organization decided to implement major changes, including a shift in its product development strategy, restructuring of teams, and the introduction of new leadership approaches to boost innovation.

The leadership team, led by CEO Amanda Williams, has been faced with difficult decisions. Amanda, a results-oriented leader, believes in efficiency, structure, and maintaining a traditional, hierarchical management style. However, the company's new environment, which demands creativity and adaptability, may require a shift toward a more participative and empowering leadership style.

There is growing tension within the organization. Many employees feel that the new leadership style is too top-down and not open to innovative ideas. Some employees, especially those in the

product development team, feel disconnected from the decision-making process and believe that their creativity and input are being stifled.

Amanda is now at a crossroads. She must decide whether to continue with the existing leadership approach or shift toward a more flexible, transformational style that encourages open communication, autonomy, and creativity. Additionally, she must address concerns about employee morale, motivation, and alignment with the company's new strategic direction.

- a) Analyze the leadership style of Amanda Williams, based on the scenario. What are the strengths and weaknesses of her approach in the context of organizational change?  
(4 Marks)
- b) Recommend a leadership style or model that could be more effective in TechSolve's current situation. Justify your recommendation. (4 Marks)
- c) How do you think Amanda's current leadership style is affecting the organizational culture at TechSolve? Consider factors such as innovation, employee motivation, and overall morale. (3 Marks)
- d) What steps should Amanda take to shift the organizational culture towards greater collaboration and creativity? (3 Marks)
- e) Discuss the role of leadership in managing organizational change at TechSolve. How can Amanda lead the change process effectively to align the organization's goals with the needs of the market? (3 Marks)
- f) What potential challenges might Amanda face in leading the change, and how can she overcome them? (3 Marks)

## **Question Two**

XYZ Ltd. is a medium-sized manufacturing company that has been experiencing a decline in productivity, employee morale, and overall financial performance. The management has realized that their organizational structure is outdated, and the company is struggling to adapt to the competitive, fast-paced market environment. In response, the company's leadership team has decided to implement a comprehensive change management strategy.

The change initiative involves:

1. Revising the company's hierarchical structure to foster more collaboration and communication across departments.

2. Introducing new technologies to improve operational efficiency.
3. Implementing training programs to enhance employee skills and job satisfaction.
4. Shifting the organizational culture from a top-down leadership style to a more participative and inclusive approach.

You are the Human Resource Manager at XYZ Ltd. and have been tasked with leading the organizational change initiative. Based on the case study, answer the following:

- a) Discuss the main challenges that XYZ Ltd. will face in the process of organizational change and development. (5 marks)
- b) Identify and explain two change management models that could be effectively used to guide the change process at XYZ Ltd. (5 marks)
- c) Analyze how HR practices, such as training, communication, and employee involvement, can help overcome resistance to change at XYZ Ltd. (5 marks)
- d) Recommend strategies for ensuring that the change initiative is sustainable in the long term and aligns with the company's strategic goals. (5 marks)

**Question: Three**

- a) Explain the theoretical frameworks used in organizational analysis. (10 Marks)
- b) Explain the systems contingency approach and its relevance to organizational theory and practice. (10 Marks)

**Question: Four**

- a) Describe the techniques used for organizational diagnosis. (10 Marks)
- b) Define organizational change and development, and explain their significance. (10 Marks)

**Question: Five**

- a) Explain some common organizational development techniques and their benefits. (10 Marks)
- b) Discuss the development of leadership theories from trait to contingency constructs, and their application in organizational management. (10 Marks)

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