

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

FOURTH YEAR EXAMINATION FOR THE AWARD OF DEGREE
OF BACHELOR OF COMMERCE

BCOM 456: MANAGEMENT OF CHANGE

STREAMS: BCOM (Y4S1) ODEL
DAY/DATE: TUESDAY 20/7/2021

TIME: 2 HOURS
8.30 A.M. – 10.30 A.M.

INSTRUCTIONS: Answer question ONE and any other TWO questions

QUESTION ONE

“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) Explain five forces of change that are driving change in public sector organizations in Kenya. [10 marks]
- (ii) “Organizations are much dependent on the environment for survival and prosperity”. Explain why managers must understand the environment in managing change. [10 marks]
- (iii) Discuss five organizational challenges facing firms in management of change. [10 marks]

QUESTION TWO

You have been appointed as the Change Manager of Tharaka Nithi County. Explain to the county management Board the below issues:

- (a) How managers can facilitate learning in the county [12 marks]
- (b) The advantages of using internal executives as change agents [8 marks]

QUESTION THREE

“Leadership is the force that makes things happen. It is the single most visible factor that distinguishes change efforts that succeed from those that fail”.

(a) Explain five roles of a leader in the implementation phase of the change process.

[10 marks]

(b) Discuss five techniques a manager can use for negotiating change. [10 marks]

QUESTION FOUR

(a) Explain the emergent view to change management, and outline the benefits of adopting this form of change to an organizational [10 marks]

(b) Change leadership must ensure that they fully address the human side of change; otherwise their best laid plans may fail. Discuss how managers can align the organization’s culture, values, people, and behaviours to encourage the desired results.

[10 marks]
