

CHUKA



UNIVERSITY

**UNIVERSITY EXAMINATIONS**

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

**MBAD 847: MANAGEMENT OF CHANGE**

**STREAMS: MBAD**

**TIME: 3 HOURS**

**DAY/DATE: TUESDAY 06/04/2021**

**11.30 A.M. – 2.30 P.M.**

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**INSTRUCTIONS: ANSWER QUESTION ONE AND ANY OTHER TWO**

**QUESTION ONE**

The covid-19 pandemic has had disastrous repercussions to companies which has left managers developing strategies to cope with the situation. Among the most hit is Xylab, a company in the hospitality industry. As a survival and perhaps come back strategy, the company is considering to withdraw the wardrobe and transport allowances that employees have enjoyed over the years. You have been approached as a consultant to advice about this matter.

**Required:**

- (a) Advice how the Model proposed by Kurt Lewin could be applied to reduce resistance to change. [9 marks]
- (b) In your opinion, you suggest more changes in three areas: structure, technology and people. Besides transport and wardrobe allowances, explain what else can be changed to reduce expenditure along those dimensions. Give practical examples. [12 marks]
- (c) Discuss the principles of ADKAR change management model showing how the model can be used for implementation of successful change. [9 marks]

**QUESTION TWO**

- (a) Explain the emotional responses to change that people experience when going through any kind of change [10 marks]
- (b) Based on the ideas of John Kotter, explain six ways in which the an organization going through rapid expansion can help employees to easily cope with change [10 marks]

**QUESTION THREE**

Explain the role of leadership in the change process clearly showing the key skills possessed by effective leaders. [20 marks]

**QUESTION FOUR**

- (a) Explain the phases of planned change advocated in the action research model [14 marks]
- (b) Explain the role played by change agents, change sponsors and change advocates in the change process. [6 marks]
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