

CHUKA



UNIVERSITY

## UNIVERSITY EXAMINATIONS

**EXAMINATION FOR THE AWARD OF DEGREE  
OF MASTER OF ARTS IN ENGLISH**

**MBAD 847: MANAGEMENT OF CHANGE****STREAMS: MA****TIME: 3 HOURS****DAY/DATE: WEDNESDAY 14/07/2021****02.30 P.M. – 5.30 P.M.****INSTRUCTIONS: Answer FOUR questions from the choices given.**

Within city of JKL is the Business School which offers undergraduate, postgraduate and higher research degrees in all major sub-disciplines of business and management. Notable growth areas include entrepreneurship and innovation, human resource management, marketing and PR, as well as accounting and finance.

The Business School prides itself for producing world-class professionals, working closely with local, national and international business with the core aim of being regional in focus and international in outlook. In barely every sector you go, you will meet alumni of the school in a top prestigious and well paying job. The school has one of the country's most environmentally friendly institutions in the continent in 2010. The student numbers has been very high, with everyone dreaming of studying in the business school.

However, over the last three years, things have changed. Student numbers in the school have drastically dropped. The renovations and maintenance of the structures that used to be done annually are now a thing of the past. The school is no longer neat and staff laxity has become the order of the day. Other schools in the university seem to be outshining the business school. Something must be done to bring the school to its former glory!

Required:

- (a) Explain how the McKinsey 7s model can be applied to bring the Business school to its former glory. (10 marks)
- (b) Giving reasons for your answer identify the various stakeholders of the Business School citing possible contributions they may have made to bring the school to its current state. (10 marks)
- (c) A consultant has advised that the challenges in the business school are related to the changing culture of the business school. Discuss the aspects of culture that should be considered in managing the changes being witness in the school. (10 marks)

### **QUESTION TWO**

- (a) Giving practical examples explain in detail four forces external to business organizations that have resulted in pressure for change in Kenya over the last decade. (10 marks)
- (b) The management of a private company in the manufacturing sector is introducing a technology which they think will give the company a competitive edge. The employees have however gone on strike in protest. Explain the reasons for the employees behavior. (10 marks)

### **QUESTION THREE**

- (a) Explain how Kurt Lewin change model can be used to minimize resistance from employers who are against a new government policy requiring organizations to offer a new form of allowance to their lower rank employees. (10 marks)
- (b) Explain the basic principles of negotiation that a human resource manager should bear in mind before engaging into any form of negotiation. (10 marks)

### **QUESTION FOUR**

To meet the market needs, the education sector has decided to change the curriculum in the high school. Explain the strategic role of the leadership in the education sector at the following stages in the change process.

- (i) Planning stage

(ii) Design stage

(iii) Implementation stage  
marks)

(20

**QUESTION FIVE**

(a) Explain the competencies required of an effective change agent. (10 marks)

(b) Discuss the assumptions of the emergent approach to change and offer a critique to the model. (10 marks)

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