



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A

P.O. Box 62157

00200 Nairobi - KENYA

Telephone: 891601-6

MAIN EXAMINATION

JANUARY – APRIL 2019 TRIMESTER

FACULTY OF COMMERCE

MBA REGULAR PROGRAMME

CMM 612: MANAGING CHANGE FOR COMPETITIVE SUCCESS

Date: APRIL 2019

Duration: 3 Hours

INSTRUCTIONS: Answer any FOUR Questions

- Q1. a) Drivers of change can be described as the forces, pressures or triggers that cause change. Using an organization with which you are most familiar as the basis for your answer, briefly describe the factors that are driving change in that industry. **(9 marks)**
- b) Discuss the major techniques for implementing planned change that are available to managers. **(6 marks)**
- Q2. Distinguish between systemic and behavioral resistance to change. How can these forms of resistance be managed to ensure smooth implementation of change. **(15 marks)**
- Q3. “Effective strategic change is built on effective overall strategic management in the organization”. Discuss this statement indicating clearly the place of strategic change in the strategic management process. **(15 marks)**
- Q4. “It has been argued that organizations are not rational entities but highly complex social systems that operate under a range of external and internal constraints”. Do you agree with this argument? Using relevant examples, outline the role of a change manager in an organization if this argument was held as valid. **(15 marks)**

- Q5. Discuss the merits and demerits of engaging a consultant in managing a strategic change. Is it possible for the consultant to be an organizational insider and be equally effective in their role(s)? **(15 marks)**

END