



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

**A. M. E. C. E. A**  
**CITY CAMPUS**

P.O. Box 62157  
00200 Nairobi - KENYA  
Telephone: 891601-6  
Fax: 254-20-891084  
E-mail: academics@cuea.edu

**MAIN EXAMINATION**

**AUGUST - DECEMBER 2016 TRIMESTER**

**FACULTY OF COMMERCE**

**MBA PROGRAMME**

**EVENING PROGRAMME**

**CMM 612: MANAGING CHANGE FOR COMPETITIVE SUCCESS**

**Date: DECEMBER 2016**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer Question ONE and ANY OTHER TWO Questions**

- Q1. a) All organizations are constantly under some form of pressure to change. "The only constant is change itself" Discuss major drivers of change in the current business environment. **(10 Marks)**
- b) Strategic Business Organizations LTD has been implementing a number of change objective in the last six years. However, while they have been able to successfully implement these change initiatives, they face major challenges in sustaining the gains and soon or later fall back to the old ways. Discuss five measures that the management of strategic Manufacturers LTD may use to protect gains made from change initiative. **(10 Marks)**
- Q2. Using a system theory approach, discuss the role of change as a means to organization adaptation and survival. **(20 Marks)**
- Q3. a) Discuss five top values associated with organizational change and Development today. **(10 Marks)**
- b) Explain any five likely causes of resistance to change in an organization in each propose a mitigation measure. **(10 Marks)**
- Q4. a) Mwema Conglomerate LTD is currently investing in strategic realignment of its resources and process. These has led to major changes in its

structure, processes and resource allocation. Explain SIX factors to justify why this could be the right direction for Mwema Conglomerate LTD

**(12 Marks)**

- b) Different internal and external factors to an organization are likely to necessitate a change in organisational structure. Using examples, discuss FOUR of such factors likely to influence the nature of organisation structure **(8 Marks)**

Q5. a) Discuss the change management process Using Kurt Lewin's Model of change Management. **(14 Marks)**

- b) Explain any four common challenges that a change agent of organization management face during a change management process. **(6 Marks)**

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