



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A

MAIN EXAMINATION

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AUGUST - DECEMBER 2016 TRIMESTER

FACULTY OF COMMERCE

DEPARTMENT OF MARKETING AND MANAGEMENT

ODEL PROGRAMME

CMH 425: MANAGEMENT OF CHANGE

Date: DECEMBER 2016

Duration: 2 Hours

INSTRUCTIONS: Answer Question ONE and ANY OTHER TWO Questions

Q1. Because times change and organizations evolve, virtually all companies that wish to keep their doors open for a long time need to successfully undergo organizational change sooner or later. Generally speaking, change management refers to switching up the way things are done at an organization. Whether that means reallocating the distribution of resources or budgets or changing processes altogether depends on the organization's specific situation.

Required

- a) Leaders can help the change process by changing their employees' attitude from avoidance into acceptance. In light of this statement, explain any five roles of leadership in managing change. **(10 Marks)**

- b) Communication can serve many functions during change initiatives. Identify and briefly explain any five functions of communication during the change process. **(10 Marks)**

- b) To maximize the success of any organizational change, managers need to create and follow a logical sequence of steps to ensure the objectives of the change are accomplished. In a brief essay, discuss the steps involved in the planned change process. **(10 Marks)**

- Q2. a) Define change and briefly explain any four internal drivers of change that affect organizational functioning. **(10 Marks)**
- b) In a brief essay identify and explain the characteristics of highly effective change leaders in change management. **(10 Marks)**
- Q3. a) After years of failed change efforts, researchers are saying that knowledge of the change process is crucial. Briefly explain The McKinsey 7-S model and how it offers a holistic approach to organizational change **(10 Marks)**
- b) Strategic change involves making changes to the overall goals, purpose, strategy or mission of an organization. Identify any four types of strategies that are generally available for effecting change and briefly explain any five criteria for the selection of change strategies. **(10 Marks)**
- Q4. a) There are many possible events that might constitute a crisis. Identify any five types of crisis and briefly explain the phases of crisis management. **(10 Marks)**
- b) There are many sources of resistance to change in organizations. Identify any five factors that may cause resistance to change and briefly explain how managers can overcome resistance to change. **(10 Marks)**

END