



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

A. M. E. C. E. A

MAIN EXAMINATION

AUGUST - DECEMBER 2016 TRIMESTER

FACULTY OF COMMERCE

MBA REGULAR PROGRAMME

CMM 612: MANAGING CHANGE FOR COMPETITIVE SUCCESS

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Date: DECEMBER 2016

Duration: 3 Hours

INSTRUCTIONS: Answer ALL Questions

- Q1. "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.
- Q2. "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.
- Q3. Distinguish between systemic and behavioral resistance to change. How can these forms of resistance be managed to ensure smooth implementation of change.
- Q4. Discuss the application of the following principles proposed by J.A. Belasco in managing strategic change.
- i) urgency
 - ii) vision
 - iii) empowerment
 - iv) execution
- 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)?

END