



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

**A. M. E. C. E. A**

**CITY CAMPUS**

**MAIN EXAMINATION**

**AUGUST - DECEMBER 2015 TRIMESTER**

**FACULTY OF COMMERCE**

**DEPARTMENT OF MARKETING AND MANAGEMENT**

**MBA PROGRAMME**

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

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

**Date: DECEMBER 2015**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer ALL Questions**

- Q1. Read the attached case study (Kitchen ware Company) and answer the questions that follow
- a) If you were a member of staff during these changes, what might be some of your fears and what would you need to overcome them? **(5 marks)**
  - b) Identify the types of change in this case study. Give reasons for your answer. **(5 marks)**
  - c) Using specific examples to illustrate your answer, discuss how the open system of the organization has influenced change at Kitchen Ware Company. **(10 marks)**
- Q2. Describe one well known model of change management. Describe how this change model would work in a change programme in your organization. **(20 marks)**

- Q3. Assuming that you were appointed as the change manager for the government of Kenya during the period of change from old to the new constitution
- i How would you have gone about implementing the changes? **(5 marks)**
  - ii What challenges would you expect during the process of implementation of the changes? **(5 marks)**
  - iii How would you overcome the challenges discussed in part (ii) above? **(5 marks)**
  - iv Discuss the change agents that you can use to implement change in an organization clearly highlighting the advantages and disadvantages of each. **(15 marks)**
- Q4. Discuss the concept and process of choice as used in management or change. How does managerial choice affect change management in an organization. **(20 marks)**

**\*END\***