



THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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MAIN EXAMINATION

SEPTEMBER – DECEMBER 2019 TRIMESTER

SCHOOL OF BUSINESS

MBA – EVENING PROGRAMME

CMM 612: MANAGEMENT OF CHANGE FOR COMPETITIVE SUCCESS

Date: DECEMBER 2019

Duration: 3 Hours

INSTRUCTIONS: Answer ANY FOUR Questions

Q1. Regarding change of the individual, answer the following:

- a) In any project of planned behaviours change a number of steps will be required (behavioral approach), what are they? Explain.
(7 marks)
- b) The Cognitive Approach to Change gives us some techniques that we can use to change the worker, what are they? Explain each briefly.
(8 marks)

Q2. Regarding changing work teams, answer the following:

- a) What is a change team? Show the way teams develop using the Tuckman model. How to improve team effectiveness? Explain.
(8 marks)
- b) What are the Leadership issues in team change? Explain.
(7 marks)

Q3. Regarding models of organizations change, answer the following:

- a) Explain the Lewin three-step model: (organism, machine)
(7 marks)
- b) Explain the Kotter eight-step model (machine, political, organism)
(8 marks)

Q4. Regarding organizational structure change, answer the following:

- a) When we say that the organizational structure need to change with the change in strategy, what does it mean? Explain. **(5 marks)**
- b) How do different structures cope with and adapt to a variety of change processes? Explain. **(10 marks)**

Q5. Regarding organizational culture and politics change, answer the following:

- a) How does organizational culture change? How can we manage it? Explain. **(8 marks)**
- b) What cold you do to manage power and conflict that could affect the management of change? Explain. **(7 marks)**

END