



# MASENO UNIVERSITY

## UNIVERSITY EXAMINATIONS 2012/2013

### SECOND YEAR FIRST SEMESTER EXAMINATIONS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (CITY CAMPUS - EVENING)

#### MBA 851: MANAGEMENT OF STRATEGIC CHANGE

*Date: 19<sup>th</sup> July, 2013*

*Time: 5.30 - 8.30 p.m.*

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#### INSTRUCTIONS:

1. Attempt ANY FOUR questions
2. All questions carry equal marks.

### **Question 1**

a) Today organizations have to respond to changes in the world using planned or unplanned approach. Discuss the forces that drive the need for change in these organizations (5mks)

b) Approaches to managing change are precise and highlight the focus successful change management should have. Voluntary organizations often display those management skills that leading companies are struggling to acquire particularly in managing change." Describe the three perspectives to understanding and managing change that have contributed to the voluntary organizations success in attending to change. (10mks)

### **Question 2**

a) OD is a classical concept advocating for continuous improvement within the organization. Explain the benefits that would accrue to an organization in embracing the OD. (5mks)

b) Discuss the steps involved in the development of an OD programme. (10mks)

### **Question 3**

a) Discuss Kurt Lewin's three step model of change and explain its limitation in highlighting change process. (5mks)

b) Proper exercise of managerial roles is important for successful design and implementation of change. Critically examine informational roles for change in organizations today. (5mks)

c) Rapid advance of technology and increased government interventions in economic activities have made organizations reconsider their approach to unplanned change management. To what extent is unplanned change management beneficial to an organization? Explain. (5mks)

### **Question 4**

a) Leading experts have argued that today organizations are changing at a faster pace and in a more fundamental way than ever before. Models have been advanced to explain organizational change in terms of frequency and Magnitude. Explain the three main models. (5mks)

b) Management Development is concerned not only with improving effectiveness of individual managers but also with improvement in the entire organizational performance. Explain the features of effective management Development Programme. (5 mks)

b) Advance reasons for resistance to change. (5 mks)

**Question 5**

a) Innovation is change and the reason for change management in organizations. Discuss how innovation differs from creativity (5mks)

b) Explain the main areas or methods of innovation management. (5mks)

c) Discuss two critical areas where organization politics might be useful in the management of change. (5mks)

**Question 6**

a) If power is the ability to control one's behavior, authority is the right to do so and politics is their source, comment on how a manager might increase his authority or power at the work place for proper execution of change. (5mks)

b) The adaptive manager is more comfortable with transactional evolutionary change. In the same way, describe the innovative manager and highlight why he might be best for management of organizations today. (5mks)

c) "Change Management is not a strict discipline with rigid and clearly defined boundaries. Its theory and practice draws from a number of social science disciplines." Advance this argument. (5mks)