

**PAN AFRICA CHRISTIAN UNIVERSITY**

**SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY**

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

**SEPTEMBER – DECEMBER 2017**

**CAMPUS: ROYSAMBU**

**DEPARTMENT: BUSINESS STUDIES**

**COURSE CODE: MBA603**

**COURSE TITLE: CHANGE MANAGEMENT**

**EXAM DATE: TUESDAY 5th DECEMBER 2017**

**TIME: 9.00AM-12.00PM**

**INSTRUCTIONS**

* Read all questions carefully before attempting.
* Write your **student number** on the answer booklet provided.
* Answer Question One(Compulsory) and any other four questions
* Indicate the questions you have answered on the cover page of the Answer Booklet

**QUESTION ONE (40 Marks)**

Global Frontiers Holdings is currently formulating its process to increase productivity and reduce staff turnover. Several strategies have been proposed among them introduction of total quality management and process re-engineering. As a change management consultant, you have been requested by the Board of Management to write a brief report on the following:

1. How to successfully introduce the planned changes in the organisation (10 Marks)
2. What are the scenarios the organisation is likely to encounter as it rolls out the proposed change (10 Marks)
3. What strategies would be the most suitable in managing staff resistance to change

(8 marks)

1. Discuss the role of HR in managing the change (12 marks)

**QUESTION TWO (15 Marks)**

The primary complaint of managers during organisational change is the difficulty they experience in getting the workforce motivated. Discuss the following factors in the change process

1. Role of participation (5 Marks)
2. Goal setting (5 Marks)
3. Performance change (5 Marks)

**QUESTION THREE (15 Marks)**

Evaluate the meaning of planned change and why it is important in an organisation

**QUESTION FOUR (15 Marks)**

A manager today must manage in a different way – he/she must be a change manager or change leader. Explain the following concepts against the manager today

1. Organisational resistance to change (7 Marks)
2. Managing change elements of danger and opportunity (8 Marks)

**QUESTION FIVE (15 Marks)**

Successful change requires managers to actively lead it. Discuss the essential activities of leading change.

**QUESTION SIX (15 Marks)**

Describe a well-known strategy of managing change giving relevant examples of how it might work in a change programme in your organisation.