

**JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND
TECHONOLOGY**

**UNIVERSITY EXAMINATION FOR MASTER OF BUSINESS
ADMINISTRATION FOR SECOND YEAR, SEMESTER ONE**

KISUMU LEARNING CENTRE

MBA 851: MANAGEMENT OF STRATEGIC CHANGE

Instruction: Answer Question ONE and Any other THREE Questions

Q1. a). “Change management is the discipline of proactively managing and implementing the changes that people experience within an organization”. In this regard, explain four principles of successful organizational change.

(8 marks)

b). Briefly describe the following forces of change.

i). Driving force (3.5 marks)

ii). Restraining force (3.5 marks)

Q2. a). “Managers empower and create an enabling environment for learning and change”. In view of this statement describe the roles of the manager in the change process. (8 marks)

b). Describe the various types of change that can be introduced into the organization from time to time. (7 marks)

Q3. Using a suitable illustration, describe the following models of change that can guide the organization’s change process.

i). Action research model (7.5 marks)

ii). Lewin’s Change Model (7.5 marks)

Q4. a). Describe reasons why changes are resisted by individuals within the organization. (8 marks)

b). What are the measures used by the organization to overcome resistance to change. (7 marks)

Q5. a). Describe the various political tactics that can be used by managers in order to enforce change. (8 marks)

b). “Most managers have power but others have more power than others”. In this regard, describe the various sources of power for the managers.

Q6. Explain the external and internal factors that affect change in the organization.

(15 marks)