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**GARISSA UNIVERSITY**

**UNIVERSITY EXAMINATION 2020/2021 ACADEMIC YEAR TWO**

**FIRST SEMESTER EXAMINATION**

**SCHOOL OF BUSINESS AND ECONOMICS**

**FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

**COURSE CODE: MBA 866**

**COURSE TITLE: STRATEGIC CHANGE MANAGEMENT**

**EXAMINATION DURATION: 2 HOURS**

**DATE: 04/04/2021 TIME: 3.00-5.00 PM**

**INSTRUCTION TO CANDIDATES**

* **The examination has FIVE (5) questions**
* **Question ONE (1) is COMPULSORY**
* **Choose any other TWO (2) questions from the remaining FOUR (4) questions**
* **Use sketch diagrams to illustrate your answer whenever necessary**
* **Do not carry mobile phones or any other written materials in examination room**
* **Do not write on this paper**

**This paper consists of TWO (2) printed pages *please turn over***

**QUESTION ONE (COMPULSORY)**

Case study

In 2003, a new manager was appointed to run Littlefield’s Healthcare Library. There were some change management challenges from the beginning. The library was both about to relocate and to amalgamate with another library. The manager did not have enough time to put in any processes to help with the changes or to get to know the staff involved, and had to continue to run a functioning library even though everything was about to alter. What is more, she did not receive specific management training or an induction, but was expected to get straight to work in the complex atmosphere.

The manager’s predecessor had been organised, and had made many plans for the new library. Consequently, because there was no reason for the present manager to believe differently, she assumed that the library team was thus reconciled to the changes, and that all that remained to be done was to deal with the practicalities and logistics. As a result, no specific ‘change management’ procedures or concepts were introduced. Team-building sessions were not attempted; the changes simply happened.

Once the relocation and amalgamation had taken place, staff continued to go about their business. However, underneath the surface there were a number of tensions and clashes between individuals. Finally, after two years, a team-building exercise with an external facilitator was considered imperative. At the session, the manager and Library staff went back to basics, and had to answer questions such as ‘what is a team?’, ‘what is a team for?’, and ‘what do you expect from yourself and from others in the workplace?’. These simple questions unearthed many differences of opinion among the staff members, which had to be tackled if the problems at the Library were to be resolved. The session seemed positive and successful, and the team returned to work with a set of practical targets and keywords to use as a starting point for developing team spirit and stronger working relationships.

Nevertheless, since the team-building session things have only partially improved. One member of staff in particular failed to co-operate in team activities or in the initiatives put in place to tackle the problems, and this manifested itself in a failure to accept or carry forward the targets adopted at the session by the others. For Littlefield, there is a lot of work that still needs to be done to bring about fully accepted change.

1. Summarise the above case (8 marks)
2. Assuming you are a Littlefield’s manager outline at least five factors you will consider as being necessary for successful change initiatives: (5 marks)
3. Explain steps to be taken for effective transformational change management (7 marks)

**QUESTION TWO**

1. Explain five factors that triggers and drives organizational change in the world today(10 marks)
2. Explain five functions of organizational structure in the world today (10 Marks)

**QUESTION THREE**

1. Describe five alternative model structures of organizations in existence (10 Marks)
2. Outline five dilemmas that managers face in change management in the organization today (10 marks)

**QUESTION FOUR**

1. Explain five areas of change in a company’s internal environment (10 Marks)
2. With a suitable diagram, explain Mc Kinskey’s 7S model of strategic change management (10 Marks)

**QUESTION FIVE**

1. Briefly explain any five total quality management basic concepts (10 marks)
2. Discuss five reasons why even the best planned change approaches may fail and the role of managers in the change process. (10 marks)