



SOUTH EASTERN KENYA UNIVERSITY

UNIVERSITY EXAMINATIONS 2016/2017

FIRST SEMESTER EXAMINATION FOR THE MASTER OF BUSINESS ADMINISTRATION

DSM 610: MANAGEMENT OF STRATEGIC CHANGE

DATE: 13TH DECEMBER, 2016

TIME: 9.00-12.00PM

INSTRUCTIONS

Answer Question ONE and any other Three Questions TIME: 3 Hours

SECTION A; COMPULSORY FOR A TOTAL OF 30 MARKS

Read the Case Study below and answer question one that follows:

The Barnardo's brand holds powerful legacy. Today the charity deals with hard-edged issues such as drug abuse, youth crime and mental health, through 400 projects across the United Kingdom. Yet the impact of Barnardo's work is sometimes underestimated.

This challenge was addressed in 2015 by the organization's communications and fundraising directorates, who acknowledged that two distinct subcultures had evolved within their teams. The key driver for cultural change was recognition that if Barnardo's was to remain at the leading edge within the voluntary sector and beyond, its commercial arm had to create synergy across the fundraising and communications teams, empower all staff to deliver their best, embrace innovation to optimize opportunities whilst managing risk proactively and enable greater flexibility to respond rapidly to the external environment.

The cultural change journey began with a facilitated away day for the managers across the two teams. Together they built a shared vision and signposted the necessary steps along the journey.

This included a new set of values that were important for maintaining a strong market position as well as reflecting the kind environment in which managers aspired to work. Culture is often a difficult concept to quantify. To help define the task ahead, individuals created maps illustrating the things they see, hear and feel which typified their workplace. Recognizing the prevalent stories, symbols and control systems enabled the team to identify cultural indicators- an important stake in the ground as to the starting point for culture change.

(a) Discuss the areas of concern for the people dimensions of change in an Organization and clearly illustrate how ADKAR model is applicable in the above case **{10 Marks}**

(b) What type of change is Barnardo's aspiring for and how did managers realize there was a need for the change? **{3 Marks}**

(c) In the case study above, different categories of change agents have been illustrated. Discuss three of these and address what role do the various change agents play in managing change? **{8 Marks}**

(d) Propose scenarios in the case above under which leaders of change may use the following approaches to deal with behavioural resistance to change: **{9 Marks}**

- a) Participation and Involvement
- b) Manipulation and Co-optation
- c) Explicit and Implicit Coercion

SECTION B: ANSWER ANY THREE QUESTIONS FOR A TOTAL OF 30 MARKS

QUESTION TWO

A classical case study of on-going change in organizations can be found among Kenyan state firms. As a result of disequilibrium in the economy, and stabilization policies, like necessitated most parastatals have to undergo degrees of change and restructuring. These changes have and still continue to face resistance from the employees, the publics, politicians and other stakeholders. Advise the parastatal management by giving suggestions and tips on how to minimize resistance to change. **{10 Marks}**

QUESTION THREE

- (a) “Organizations first need leadership then management. Justify this statement in the context of strategic change management **{6 Marks}**
- (b) Discuss two models of planned change and illustrate where they are applicable **{4 Marks}**

QUESTION FOUR

- (a) Discuss four behavioral styles exhibited by the stakeholders in the process of negotiating change and clearly illustrate using appropriate examples how managers should address these **{6 Marks}**
- (b) Justify why management in high performing organizations are busy selling the concept of organization learning to their organizations **{4 Marks}**

QUESTION FIVE

Discuss and evaluate the following statement: “Emergent change does not offer a coherent alternative to planned change but merely provides an umbrella for those who oppose it” In your discussion, give clear distinction between the two, their similarities if any and how they complement or oppose each other **{10 Marks}**