



# MURANG'A UNIVERSITY OF TECHNOLOGY

## SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF COMMERCE

UNIVERSITY POSTGRADUATE EXAMINATION

2017/2018 ACADEMIC YEAR

**FIRST YEAR SECOND SEMESTER EXAMINATION FOR MASTER OF  
BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT OPTION)**

BCS 620: MANAGEMENT OF STRATEGIC CHANGE

DURATION: 3 HOURS

DATE: 16<sup>TH</sup> AUGUST, 2018

TIME: 9.00 A.M. – 12.00 NOON

### **Instructions to Candidates:**

1. Answer **Any Four** questions.
2. Mobile phones are not allowed in the examination room.
3. You are not allowed to write on this examination question paper.

**QUESTION ONE (25 marks)**

- a) Define the chaos theory and change management roles (5 marks)
- b) Explain strategic change management and its importance to organizations (5 marks)
- c) Discuss the process of crafting a strategy (5 marks)
- d) Elaborate on what is involved in strategy implementation (5 marks)
- e) Discuss the term “diagnosis for change” (5 marks)

**QUESTION TWO (25 marks)**

- a) Discuss how to manage resistance towards change management in organizations. (25 marks)

**QUESTION THREE (25 marks)**

- a) Describe the 7-S framework and how it refers to the company’s chosen route to competitive success and advantage (10 marks)
- b) Explain the term “Managing Change” and “Implementing Change” (15 marks)

**QUESTION FOUR (25 marks)**

- a) Explain the PESTEL framework and scenario analysis as the key drivers to change management (10 marks)
- b) Analyze why it is important to link the vision and change (15 marks)

**QUESTION FIVE (25 marks)**

- a) Describe the term “GAP” analysis and the “Strategic Inventory” (10 marks)
- b) Discuss why it is important for communication to change effectively and ensure its sustainability in organizations (15 marks)