



**KIBABII UNIVERSITY COLLEGE**

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**UNIVERSITY REGULAR EXAMINATIONS**

**2013 /2014 ACADEMIC YEAR**

**1<sup>ST</sup> YEAR 1<sup>ST</sup> SEMESTER EXAMINATIONS**

**(MAIN EXAMINATION)**

**FOR THE MASTER DEGREE IN BUSINESS ADMINISTRATION**

**COURSE CODE: MBA 881**

**COURSE TITLE: STRATEGIC MANAGMENT**

**DATE: 22ND APRIL, 2014**

**TIME: 2:00P.M.-5:00P.M**

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Answer **FOUR** questions and question **ONE** is (Compulsory)

1. a) Discuss the formal and informal authority issues in this case. (10mks)  
b) Hardcase was trying to lead change from within inspite of his fault. Explain the challenges Hard case was likely to face by leading change authority from within from a position of formal. (10mks)  
c) Hard case authority was legitimate. Discuss the attributes of this kind of authority. (10mks)  
d) In order to bring about change, Hardcase needed to be innovative. Bring out four factors that he ought to have considered. (10mks)
2. a) Unilever Kenya has been operating in the same manner for the last fifteen years. Management strongly thinks that time for change has come. Discuss five possible areas of Change that Unilever can consider in their change plan. (10mks)  
b) Suggest five possible skills and techniques that the management of Unilever can use in bringing about. (10mks)
3. a) An information technology company in Mombasa wants to set up change control programmes in its structure. Assist the company in setting up a six step process for the software change. (10mks)  
b) John P Kotter(1974) a leading professor and thinker suggest an eight step change model. Elrcide the model clearly showing how it can help company's in Kenya set up change programmes. (10mks)
4. a) Business development driven change includes everything involved with the quality of the business organization. Suggest seven strategic components appropriate to business development driven change. (10mks)  
b) Transformational changes are those you make to completely reshape a manager can detect resistance to change among its employees. (10mks)
5. a) Clearly discuss four major ways in which a manager change among it's employees. (10mks)  
b) Elvcidate a six step model that can be used by companies in Kenya in addressing resisting to change. (10mks)