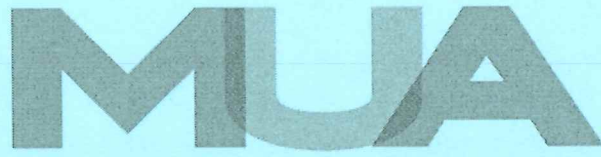


The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

MGT 413: CHANGE MANAGEMENT

DATE: 3RD APRIL 2023

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the case study below carefully and answer the question that follows:

THE FUTURE OF WORK: THE HYBRID WORKFORCE

Since the pandemic, employees everywhere have settled into a routine of remote work. As companies plan for the future, they are trying to decide on the best path forward for the future of work. The pandemic demystified the process of working from home and, as a result, many organizations are looking to a new hybrid model that combines remote work and office collaboration. While Covid-19 forced us into the "remote work" or "no work" ultimatum, there have been surprising benefits.

Increased Productivity and Improved Employee Satisfaction

The secret fear that employees working from home would be less productive proved to be a fallacy. In fact, according to my company's recent global survey of 260 senior executives, C-suite executives revealed that remote workers significantly improved their productivity since working remotely. Increased efficiency may be attributed to not commuting, minimized workplace distractions and more freedom to work during the hours that are best for each individual. Working remotely is one of the most desired offerings for job seekers. According to Mom Corps, a national flexible staffing firm, 42% of employees would take a salary cut in order to have more flexible work options from their employers. The fact that employees are willing to take less pay in exchange for the ability to work from home shows the value that employees place on work-life balance. Respondents to our survey also found remote employees have improved their work-life balance and retention rates by 46%. With flexible work plans, employees tend to be happier, which makes them want to stay loyal to their companies.

Lowered Business Costs and Reduced Carbon Footprint

Hubstaff recently surveyed 400 business owners on their pandemic insights and found that remote work helped prevent layoffs in 66% of companies, and 44% of companies expected remote work to increase profits. By not having to maintain a physical building, employers can dramatically cut costs of rent, office supplies, utilities, etc. and can reinvest cost savings for growth. The earth is also experiencing environmental benefits from reduced travel, which has taken the stress off of our overburdened transportation systems and roads and has contributed to a noticeable drop in pollution and greenhouse gas emission across the globe. This year, Carbon Brief experts predict the environmental impacts of the coronavirus lockdown will contribute to the largest-ever annual fall in global carbon emissions.

A Shift to Remote Operations

The way we work has changed dramatically. After experimenting with employees working from home, many companies have made changes for the long haul. Google announced that its roughly 200,000 employees will continue to work from home until at least next summer. Facebook is also extending its work-from-home policy until July of next year and Twitter told its employees that they can stay home indefinitely. Businesses that never offered remote work before are now embracing it. In contrast to work-from-home policies prior to the pandemic, our survey found that more than 80% of respondents believe employees will spend at least one-fourth of their time working from home in the future.

Many companies are now planning to reduce office space, or have already, as they expect a significant number of their staff to continue to work remotely in 2021-2022. Organizations around the world are considering alternative hybrid models to support the future of work, which includes in-person communications and remote operations.

Required

- a) Using the Case above, discuss the ADKAR model five key phases for effective management of people dimension of change. **(10 Marks)**
- b) Define Organization Learning and briefly evaluate the four disciplines of the learning organization. **(10 Marks)**
- c) As a manager you may need to advice the top management on the progress of change management in an organization. Briefly highlight five key leadership roles you need to play in change management. **(5 Marks)**

QUESTION TWO

- a) Analyze the various key phases responsible for change in an organization. **(5 Marks)**
- b) Explain both external and internal forces that can cause resistance to change in an organization. **(10 Marks)**

QUESTION THREE

- a) Managing change being a collaborative effort requires internal strength in handling the situation. Justify the Characteristics of Successful Change Agent. **(5 Marks)**

- b) Resistance to change is an irrational response. Briefly discuss five reasons for resistance to change by employees in organizations. **(10 Marks)**

QUESTION FOUR

- a) As change agent you need distinct trait to facilitate change in an organization. Analyze five traits of a successful change agent. **(5 Marks)**
- b) Giving examples explain Lewins Force Field Theory of Organization Change and Development. **(10 Marks)**

QUESTION FIVE

- a) Change is a cyclical process, describe the eight steps action research model. **(8 Marks)**
- b) Define the term change management and evaluate five internal triggers of change in an organization. **(7 Marks)**

QUESTION SIX

- a) Write concise note on the following.
- i. Individual Behaviour. **(2 Marks)**
 - ii. Group Dynamics. **(2 Marks)**
 - iii. Open Systems. **(2 Marks)**
 - iv. Planned Change. **(2 Marks)**
 - v. Emergent change. **(2 Marks)**
- b) Force Field analysis is a general-purpose diagnostic and problem-solving technique. Highlight five benefits of FF Analysis. **(5 Marks)**