INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: MBA
YEAR/SEM: YEAR 2/SEMESTER 1
COURSE CODE: MBA 831
NAME: LEADERSHIP AND ORGANIZATIONAL CHANGE MANAGEMENT

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

SECTION A is COMPULSORY AND CARRIES 40marks

Question 1:

Patterson and Reed both work for CAS Tech Company. Jane, the manager of the company was originally the leader of the project for which she interviewed and hired Reed. Patterson, another project team member, also interviewed Reed but strongly opposed hiring him for the project because she thought he was not competent to do the job. Seven months after Reed was hired, the manager left the project to start her own company and recommended that both Patterson and Reed serve as joint leaders. Reed agreed reluctantly? With the stipulation that it be made clear she was not working for Patterson. Jane consented; Patterson and Reed were to share the project leadership. Within a month Reed was angry because Patterson was representing himself to others as the leader of the entire project and giving the impression that Reed was working for him. Patterson says "Reed is all hung up with feelings of power and titles. Just because I sign as a project director doesn't mean she is working for me. I don't see anything to get excited about. What difference does it make? She is too sensitive about everything call a meeting and right away she thinks am trying to run everything. Reed has other things to do? Other projects to run so she doesn't pay too much attention to this one. He mostly lets things slide. But when I take the initiative to set up a meeting, she starts jumping up and down about how I am trying to make her work for me"

Required;

a) Describe and explain the type of change in CAS Tech Company

clearly showing its characteristics **(10 marks)**

b) Patterson, Reed seem to have several conflicts occurring simultaneously. Identify these individual conflicts and their triggers **(15marks)**

c) As a student of organization change and management, explain how you approach such a situation to allow for effective change process. **(15 marks)**

Question 2:

George A Hormel and company has many meat packing plants around the country and one of these plants is located at Austin, Minnesota. During the mid-1980 the company was faced with a decreasing demand for its products. It became necessary to cut the costs of operation in order to remain in the business and be competitive. To keep its costs down, the management of the company cut the base wages of its union employees. This was done arbitrary without consulting or negotiating with the union representatives. Even though the dispute between the union and the management had been simmering for a long time at the plant in Austin, it culminated into a strike led by the union in August of 1985.

An arbitrator was appointed to act as a mediator and due to his recommendation; some of the cuts in wages were restored. The management offered to restore the balance at the time when the previous labour would expire and a new contract would be signed. The new contract was signed by all the unions at all other Hormel plants, except the one in Austin, and hence the strike. Because of the worker's strike, the plant was shut down.

The strike lasted for nearly five months. The strike had not yet been settled when the management at the Austin plant decided to reopen the plant, and accordingly, some union packers returned to work. Many other workers refused to return to work and formed a picket line and the local union urged its members not to cross the picket line. The management started to hire new workers to replace those who were on strike. There was a conflict between the employees and the workers on strike, so much so that at one time there was a danger of physical violence and the local police had to be called in to restrain the workers who were on strike.

The local union sent some of its members to picket other Hormel plants and asked the union sent some of its members at these other plants to honour the picket lines and not report for work. About a week after the Austin plant was reopened the central management fired hundreds of their workers at plants in Texas, Iowa, and Nebraska for refusing to cross the picket lines and refusing to report to work. This step was significant because picket lines at these other plants were not set up by the local employees but by the striking employees at the plant in Austin.

The strike at the plant in Austin went into nine months Tempers flared and violence erupted and in May 1986 hundreds of strikers fought with police outside the Austin plant. The parent union, united food and commercial workers also disagreed with striking workers prompted by the local union, considering the economic slowdown and conditions in the industry. The president of the parent union decided to take over the operations of the local union and started proceedings to appoint a

new union leadership at that plant. He believed that the conflict had gone too far and he hoped that with these changes, the strike would be over and the workers could go back to work.

Required;

(a) Identify the type of change experienced by George A Hormel and company in the first place. Give reason to support your answer **(7 marks)**

(b) Given the conditions of economic crash, do you think the workers were wrong in going on strike? Give reasons **(6 marks)**

(c) Is the conflict between union and management inevitable? What preventive steps can be taken to avoid the possibility of worker strike? **(15 marks)**

(d) Who were the winners and the losers in this conflict? Explain your view points **(5 marks)**

(e) If you were hired as a mediator, after the union went on strike, what steps would you recommend in order to minimize the negative impact of this conflict? **(7 marks)**

SECTION B

Choose three questions. Each question carries 20 marks

Question 1:

An international specialty chemicals firm is struggling with the complexities of integrating a new ERP system across multiple global divisions to enhance operational efficiency and data-driven decision making. The organization has been struggling with disparate legacy systems that impede real-time data analysis and decision-making. With a recent acquisition of a smaller competitor, the urgency to consolidate systems for operational synergy and streamlined financial reporting has intensified.

With reference to any three change management models, clearly show how the above firm can effectively use such models to guide employees through significant transitions and ensure long-term success **(20 marks)**

Question 2:

International Hospital Kampala (IHK) has decided to implement a new patient management system aimed at improving efficiency and patient care. However, many of the staff members are against this, they believe the new system will disrupt their workflow, and feel that they weren't involved in the decision-making process. Despite leadership's clear communication of the benefits, the resistance is growing, with some employees openly expressing frustration during meetings.

a) Advise management of IHK on the ways addressing and managing the resistance to the new system. **(10 marks)**

b) How can you communicate the benefits of the new system more effectively to those who are resistant? **(10 marks)**

Question 3:

Shams Philippines is an organization aiming for digital transformation and sustainability, the utility. Despite of a clear vision, it continues has struggle to achieve buy-in at all levels, leading to delayed initiatives. The organization is seeking to overcome this resistance to change to stay competitive and meet regulatory demands. As an expert in change management.

a) Discuss the roles you would play to encourage reluctant employees accept the new system. **(10 marks)**

b) Explain the various styles that can be adopted by change agents in organizations. **(10 marks)**

Question 4:

Alteration in the process of work and work environment is sometimes inevitable in an organization, often found to be challenging to adopt by employees in the affected organization, which could be due to internal factors or external factors.

a) Enumerate and explain the factors that stimulate changes in an organization. **(08 marks)**

b) John Kotter offered eight ways of overcoming resistance to change, which are highly situation dependent. More than one of these

strategies may be used in any given situation. Identify these techniques. **(12 marks**)

Question 5:

The culture at Edmark International Uganda is predominantly **hierarchical**, however, senior leadership has recognized that this culture is limiting innovation and slowing down responses to market changes. They want to shift towards an **adhocracy culture**. This has caused worry that a less structured environment might lead to confusion and make it harder to meet performance targets.

a) Considering the current hierarchical culture in Edmark, what potential challenges might the company face when shifting towards an adhocracy culture? **(10 marks)**

b) Discuss on the actions that can be adopted by Edmark to address the above concerns while encouraging a more innovative and flexible way of working. **(10 marks)**

Question 6:

IUEA is about to undergo a major organizational change. Many employees are anxious, citing concerns about effective communication, team cohesion, and unclear expectations. Some team members are also worried about being overlooked for promotions if they choose to work remotely more often. The institution’s goal is to ensure a smooth transition by addressing these concerns through effective communication strategies.

a) Design a communication plan to address the employees concerns about a major organizational change to ensure that everyone clearly understands the new expectations and opportunities. **(10 marks)**

b) Discuss how effective communication is essential when

implementing organizational change. **(10 marks)**

Question 7:

Franchesca limited is an online retail company that specializes in electronics. The company wants to improve its order processing system to enhance customer satisfaction and reduce processing time. The new system should:

i. Automate payment verification using a secure payment gateway.

ii. Check inventory levels instantly upon order placement. If an item is out of stock, notify the customer immediately with options to cancel, backorder, or choose a similar product.

iii. Process orders for in-stock items by generating a packaging request automatically.

iv. Integrate with a courier service Application Programming Interface to schedule shipping and provide tracking details to customers via email or SMS.

v. Include exception handling for failed payments, incomplete information, or inventory mismatches.

vi. Send real-time updates to customers at each stage: order confirmation, payment verification, packaging, and shipping.

a) Design a detailed flowchart that maps out the entire order processing system based on the requirements above **(12 marks)**

b) Examine the relevance of using a flowchart in implementation of changes in organizations. **(8 marks)**

Question 8:

Dr. Margret is a new appointed Vice chancellor of Kampala University. To allow efficiency and effectiveness in the examination and assessment processes, she proposed to have more people assigned to printing, supervision and marking of exams. She goes on to propose the adoption of a new result entry system which allows lecturers enter students marks.

a) Identify the types of changes proposed by Dr. Margret for Kampala University. Give reason to support your answer **(8 marks)**

b) Discuss other types of changes that can be adopted by Kampala University apart from those mentioned above **(12 marks)**

Question 9:

Orion Tech, a mid-sized software development company with 500 employees, has been a market leader in custom enterprise solutions for a decade. However, in recent years, the company has faced increased competition, declining market share, and stagnating revenues. To regain its competitive edge, the newly appointed CEO, Irene Mitchell, initiated a comprehensive change management strategy aimed at transforming the company's culture, processes, and product offerings.

a) Assess Irene Mitchell’s leadership style in managing change. What aspects of her approach were effective, and what could have been done differently? **(8 marks)**

b) Evaluate the key challenges faced during the implementation of the above changes. How well were these challenges addressed? **(12 marks)**

Question 10:

Mark Solutions, a company specializing in sustainable energy products. The company has secured funding to develop a new solar-powered charging station for electric vehicles. However, the project has a wide range of stakeholders with differing interests:

i. Senior Management: Focused on profitability and timely delivery. They want regular progress updates and assurance that the project will meet revenue targets.

ii. R&D Team: Interested in exploring innovative technologies, even if it increases costs or timelines slightly.

iii. Local Government: Supports the project for its environmental benefits but has strict regulatory requirements and safety standards that must be met.

iv. Suppliers: Provide key components and are concerned about payment terms and long-term contracts.

v. End Users: Want a user-friendly design with fast charging capabilities and affordable pricing.

vi. Environmental Advocacy Groups: Want to ensure that all materials used are eco-friendly and that the project has minimal environmental impact.

a) Conduct a stakeholder analysis to manage these competing interests effectively. **(12 marks)**

b) Examine the relevance of using a flowchart in implementation of changes in organizations. **(8 marks)**

Question 11:

Organizational change is the movement or an organization away from its present state and toward some future state to increase its effectiveness;

a) Discuss the reasons why organizations opt for change. **(10 marks)**

b) Explain the challenges faced by organizations when trying to change. **(10 marks)**

Question 12:

Conflicts are inevitable i.e. as long as two or more persons come together. This is particularly true of work groups because they are generally expediently (appropriately) assemble individuals with different backgrounds, perceptions, attitudes and values.

a) Explain approach-avoidance conflict. Give a realistic organizational example of where it may occur. **(3 marks)**

b) Intrapersonal conflict can arise because of differences in roles in an organization. Elucidate the above statement **(3 marks)**

c) Explain the relevance of conflict resolution in organizational change. **(14 marks)**