INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 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 40 marks. Answer all questions in Section A

Question 1:

Minaze Ltd a mid-sized software development company, decided to implement a new enterprise resource planning (ERP) system to streamline operations and improve efficiency. The management team announced the change with a planned rollout over six months, involving extensive training and process re-engineering.

However, despite the clear benefits, the initiative faced significant resistance from employees, especially from the senior and middle management levels. Many staff members were comfortable with existing processes and skeptical about the new system's impact on their routines. Some expressed fears about job security, while others believed the change was unnecessary or poorly communicated.

The change management team attempted to address resistance through informational sessions and involving key stakeholders in planning. However, resistance persisted, causing delays and increased costs. Eventually, the company hired external change management consultants to facilitate workshops, address concerns, and foster buy-in.

With renewed efforts focusing on communication, participation, and demonstrating quick wins, the resistance gradually diminished. The ERP system was successfully implemented after nine months, leading to improved data accuracy and operational efficiency.

Questions:

a) What were the main reasons employees at Minaze Ltd resisted the ERP change?

b) How did communication and involving employees help manage resistance?

c) How effective were the external consultants in helping employees accept the change?

d) How can organizations better handle resistance to change in the future?

Question 2:

Simba Tech Ltd, a global manufacturing company, embarked on a major digital transformation initiative to adopt Industry 4.0 technologies, including automation, IoT, and data analytics. The CEO, along with senior leaders, championed this change, emphasizing its importance for competitive advantage. The leadership team committed to transparent communication and set a clear vision for the future.

However, while the leadership demonstrated strong commitment at the top, middle managers and frontline employees exhibited mixed reactions. Some employees were enthusiastic, but others were skeptical or resistant, fearing job losses or unfamiliar technologies. Several managers struggled to motivate their teams and translate the vision into day-to-day practices.

The CEO and leadership team organized town halls, created a change vision document, and provided training programs. They also delegated change champions within departments to foster peer support. Despite these efforts, initial resistance slowed progress, prompting leadership to adopt more inclusive strategies, such as involving employees in decision-making and addressing concerns directly.

Over time, with consistent leadership efforts, trust was built, and employees became more engaged in the transformation process. The project was completed successfully within a year, leading to increased productivity and innovation.

Questions:

1. What leadership actions did Simba Tech Ltd take and how did they influence employees' actions during the digital change? (10 marks)
2. How did the views of middle managers and front-line workers affect the success or problems of the change? (10 marks)
3. Why is it important for leaders to include employees and involve them in change? (10 marks)
4. What are the main lessons for future leaders from this case? (10 marks)

SECTION B

There are SIX (6) questions in Section B; Answer any THREE (3) questions. Each question in Section B carries 20 marks.

Question 1:

a) Define resistance to change and explain why employees or stakeholders might resist change in an organization. (10 marks)

b) Describe the role of change agents and list the characteristics of successful change agents. (10 marks)

Question 2:

Summarize the main concept of "Who Moved My Cheese" and describe the four personalities involved in handling change. (20 marks)

Question 3:

Provide a case of an organization that implemented Business Process Re-engineering, describing the initial problem, re-engineering efforts, challenges faced, and the outcomes achieved. (20 marks)

Question 4:

a) Explain the common manifestations of organizational change. (10 marks)

b) Explain and provide examples of tactical approaches to facilitate change in organizations. (10 marks)

Question 5:

a) Compare and contrast any two models in terms of their approach to managing change. (10 marks)

b) Discuss scenarios where one model might be more effective than the other. (10 marks)

Question 6:

Consider a change that your organization or an organization that you’re familiar with intends to introduce. Use Kotter’s eight model to plan and implement the change. (20 marks)

Question 7:

a) Explain the role of leadership in facilitating successful organizational change. (5 marks)

b) Provide one real life example of a leadership style being used appropriately and inappropriately during change management process. (15 marks)

Question 8:

Write short notes on the following leadership styles used during change management:

a) Transformational Leadership (5 marks)

b) Pace setting Leadership style (5 marks)

c) Coercive Leadership style (5 marks)

d) Participative leadership style (5 marks)

Question 9:

Explain the role of leadership at the different stages of change:

a) Shock and denial (5 marks)

b) Anger (5 marks)

c) Resignation (5 marks)

d) Acceptance (5 marks)

Question 10:

a) Why might some changes be difficult to implement, even if they are necessary? (10 marks)

b) Can you recall a situation where a necessary change was met with resistance? What was underneath that resistance? (10 marks)

Question 11:

The change management process refers to the stages involved in any change management strategy and its implementation. As a student who has undergone studies on change management at IUEA, discuss the steps given below that one can consider in change management process:

a) Prepare for change. (5 marks)

b) Create a vision for change. (5 marks)

c) Implement changes. (5 marks)

d) Embed and solidify changes. (5 marks)

e) Review and analyse. (5 marks)

Question 12:

a) Analyze the internal and external forces driving organizational change in contemporary businesses in Uganda. (10 marks)

b) Explain the different types of organizational change (10 marks)