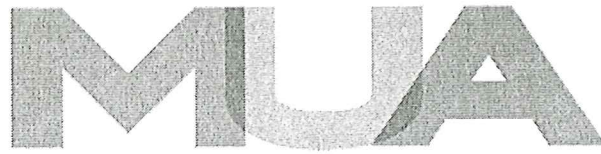


The
Management
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POSTGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF MANAGEMENT AND LEADERSHIP

SMO 503: CHANGE MANAGEMENT AND STRATEGY

DATE: 20TH JULY 2022

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 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 questions that follow:

LEGAL TEMPLATES

Recent times have been difficult for many small and medium-sized law firms, especially those specializing in commercial law. The difficult trading conditions, an associated slowdown in mergers and acquisitions, a trend towards companies using more in-house lawyers, and competition from other providers, such as auditors, who are offering services that used to be the exclusive preserve of law firms, have combined to depress turnover and squeeze margins.

One Kenyan firm responded to the slowdown by initiating merger talks with two similar sized practices. The first merger was completed relatively quickly and the second a year later. They created a new practice, referred to as OLS LLP. Like many law firms, the partners each led their own individual unit with two or more lawyers working under them.

The managing partners of OLS agreed that they needed to search for ways of reducing costs and winning more business. While working on a long-term plan to develop a new business model, they pursued a more immediate initiative to improve effectiveness by sharing knowledge and best practices across the firm. They recognized that, following the mergers, the new partnership had a wealth of knowledge that could be drawn on to improve the quality of the legal products and services they provided.

The first target for change was the document templates that partners and their associates used. The plan was for each lawyer to review the template they used, identify those that might be of value to colleagues and upload them to a new knowledge database that would be available to all.

To begin with, the plan was implemented as intended but, after the good start, the managing partners turned their attention elsewhere. Once the lawyers sensed that

the pressure was off, the flow of new templates began to slow and eventually stopped altogether.

Reviewing their documents, identifying templates that might be useful to others and uploading them to the new database was time-consuming activities, and the time allocated to this work was not recognized as billable hours, the key performance measure used by the firm. The problem was further exacerbated by the firm's informal culture of intergroup competition, which was based on the prestige of the work the lawyers did for clients. This competition undermined the incentive for partners and their associate lawyers to share with others any information that could help them secure the most prestigious work.

Required:

- (a) In view of this excerpt, advise the managing partners on how to increase the support for change in the law firm. (8 marks)

- (b) Briefly explain the behaviour of the associate lawyers towards the impending change. (10 marks)

- (c) Discuss any **four** categories of conversations that must be initiated by the managing partners for effective change management. (12 marks)

QUESTION TWO

- (a) Critically analyze the contribution made by Lewin's three-step model to the theory of change management. (9 marks)

- (b) Discuss any **three** people issues that might be ignored by change managers when developing and implementing plans for changes from a purely technical perspective. (6 marks)

QUESTION THREE

- a) Describe the steps in the diagnostic process and explain how each step contributes to the identification of possibilities for improvement in an organization. (6 marks)
- b) 'Managerial work, in times of change, is increasingly a leadership issue'. Critically analyze the differences between the role of a manager and leader in change management. (9 marks)

QUESTION FOUR

- a) Enumerate any **three** disruptions that may cause an organization to undertake transformational change. (6 marks)
- b) Demonstrate the contribution of creating a vision to effective change management. (9 marks)