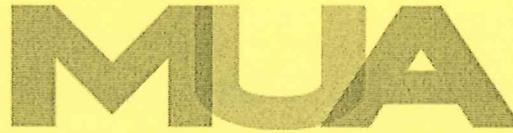


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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF MANAGEMENT AND LEADERSHIP

MML 5101: LEADING AND MANAGING CHANGE

DATE: 28<sup>th</sup> march, 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:**

**Case study: Northern Industries**

Northern Industries asked you, a consultant in organizational change and diversity management, to help them resolve some racial issues that, according to president Jim Fisher, are “festering” in their manufacturing plant in Springfield, Massachusetts. Northern Industries is a family owned enterprise that manufactures greeting cards and paper and plastic holiday decorations. It employs 125 people full time, including African-Americans and Asians. About 80 percent of the full-time workforce is female. During the peak production months of September and January (to produce orders primarily for Christmas/Hanukah and Mother’s Day), the company runs a second shift and adds about 50 part time workers, most of whom are women and minorities. All orders are batch runs made to customer specifications. In a period of a week, it is not unusual for 70 different orders to be filled requiring different paper stocks, inks, plastics, and setups. Since these orders vary greatly in size, the company has a long-term policy of giving priority to high-volume customers and processing other orders on a first come first-served basis. Half a dozen of the company’s major customers have been doing business with Northern for more than 20 years, having been signed on by Jim Fisher’s father (now retired).

To begin your orientation to the company, Fisher asks his production manager, Walter Beacon, to take you around the plant. Beacon points out the production areas responsible for each of the various steps in the manufacture of a greeting card, from purchasing to printing to quality control and shipping. The plant is clean, but the two large printing rooms, each the workplace for about 25 workers, are quite noisy. You catch snatches of the employees’ conversations there, but you cannot figure out what language they are speaking. In the shipping and receiving department you notice that most workers are African-American. Beacon confirms that 8 out of 10 of the



workers in that department are African-American males, and that their boss, Adam Wright, is also African-American.

It has been previously arranged that you would attend a meeting of top management in order to get a flavor of the organizational culture. The president introduces you as a diversity consultant and notes that several of his managers have expressed concerns about potential racial problems in the company. He says, "Each of the minority groups sticks together. The African Americans and Orientals rarely mix. Recently there has been a problem with theft of finished product, especially on the second shift, and we had to fire a Thai worker." Fisher has read a lot lately about "managing diversity" and hopes you will be able to help the company. Several managers nod their heads in agreement. Fisher then turns his executive team to its daily business. The others present are the general manager, personnel manager (the only woman), sales manager, quality control manager, production manager (Beacon), and the shipping and receiving manager (the only non-white manager).

Soon an angry debate ensues between the sales and shipping/receiving managers. It seems that orders are not being shipped quickly enough, according to the sales manager, and several complaints have been received from smaller customers about the quality of the product. The shipping/receiving manager argues that he needs more hands to do the job, and that the quality of incoming supplies is lousy. While this debate continues, the other managers are silent and seemingly uncomfortable. Finally one of them attempts to break up the argument with a joke about his wife. Fisher and the other men laugh loudly, and the conversation shifts to other topics.

**Required:**

1. Evaluate the recommendations you would make to Northern's leaders to help them move toward successfully managing diversity issues? (10 marks)
2. If you were the shipping and receiving or personnel manager, analyse some of the challenges you might face at Northern. (10marks)

3. Using the ADKAR model of change management, explain how you would go about implementing the proposed changes at Nothern Industries. (10 marks)

#### QUESTION TWO

- a) According to Hayes (2007) transformational change involves a paradigm shift and completely new behaviours. This calls for principles, assumptions and values that underpin the implicit and explicit rules that guide behaviour to be revised. (8 marks)
- b) Analyse how organizational development can contribute to the successful implementation of change projects within organizations. (7 marks)

#### QUESTION THREE

'Employee participation is perhaps the most powerful lever management can use to gain acceptance of change' (Judson, 1991).

- a) Evaluate the potential barriers to employee participation. (10 marks)
- b) Discuss how change agents facilitate employee participation in the change process. (5 marks)

#### QUESTION FOUR

- a) Analyse the theories of planned and emergent change and explain how these can inform approaches to the management of organizational change. (9marks)
- b) Describe how becoming a learning organisation affect the management of change. (6marks)