



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING

DEPARTMENT OF ECONOMICS AND BUSINESS SCIENCES

EXAMINATION PAPER

COURSE CODE	:	CMA405
COURSE TITLE	:	CHANGE MANAGEMENT
DURATION	:	3 Hours
LEVEL	:	4.1
DATE	:	25 September 2020

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. Answer Question 1 which is a **Compulsory Case** Study.
3. Answer any **THREE (3)** questions from section 2.
4. Begin each question on a new page.
5. The number of marks for each question or part question is shown in brackets []

Change Management

Mr TendaiKasekehas established a profitable flower-growing business in Bindura. He has just purchased a new Customer Relationship Management (CRM) system, to track all customers, record all their purchases over time, and to support the planning and delivery of future marketing to customers, including analysis of the profiles of customers so that improved brochures can be designed, and to allow for the operation of online marketing (e.g., via the web). Dan believes that this has the capacity to improve his customer relationships and to increase his sales. The new CRM system will be operated by his sales, accounting and marketing staff.

Question 1

- a) Discuss each of the above CRM issues in the above casestudy,which relate to change management. **[7]**
- b) Illustrating eachCRM issue in the above case study with reference to matters that may arise with the introduction of Dan’s new CRM system. **[8]**
- c) Explain what circumstances can cause organisations to introduce new information systems, so causing change to take place? **[10]**

[25 Marks]

Section 2

Question 2

According to the author Hayes, transformational change ‘Involves a paradigm shift and Completely new behaviours of employees, this calls for changes in principles, and values that underpin the implicit and explicit behaviour of member of staff’.

Explore how a change manager can lead transformational change successfully their own organisation.

[25 Marks]

Question 3

Compare and contrast two theories of management of organisational change named planned change and emergent change.

[25 Marks]

Question 4

Illustrate how strategic change in an organisation like a supermarket can use the PESTEL Analysis diagram.

[25 Marks]

Question 5

‘Employee involvement in an organisation is a key factor to the successful implementation of change in a company’.

Describe practical examples with references to an organisation of your own choice?

[25 Marks]

****** END OF PAPER******