



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
DATE : 13 NOV 2019

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. Answer **ALL** questions in Section A and **THREE (3)** questions in Section B.
3. Begin each question on a new page.
4. The number of marks for each question or part question is shown in brackets []

CASE STUDY

Ever since Amazon went online in 1995, the e-commerce juggernaut has undergone a slew of changes — despite being led by the same man, Jeff Bezos, during the ensuing two-plus decades.

When the Seattle-based company first launched its website, all it sold was books. Gradually, Bezos and his team expanded Amazon's offerings to include things like CDs and DVDs.

But Amazon never really stopped changing the inventory it sold.

Bezos said he wanted his store to become the world's largest, so he worked hard toward meeting that goal — whether that meant offering new products, launching Amazon Prime, launching Amazon Instant Video ... the list goes on and on.

Today, Amazon sells more than 200 million products to customers all over the world.

Though for years, Amazon's detractors insisted that the company wasn't making enough profits to justify any investments, that all changed in 2015 when the company posted back-to-back successful quarters.

The market responded kindly, and today, Amazon boasts a market valuation of more than \$440 billion.

But Bezos isn't anywhere close to done yet. There are talks of Amazon delivering packages via drone.

And if that wasn't enough, Bezos recently said he hopes Amazon can produce as many as 16 feature films each year. In 2017, Bezos & his team took home three Oscars.

Indeed, it appears as though Amazon is a company that can be characterized as changing constantly. To date, they've been successful, probably because the company is always putting its customers first.

Read the above case and answer the following questions:

- (a) Explain what change strategies Amazon should employ in order to maintain a competitive advantage (10 marks)
 - (b) Describe the role which change leaders may have played in Amazon's success (15 marks)
- [Total 25 marks]**

Section B

Question 1

Why do people and organisations resist change? Describe few methods of managing resistance to change. **[Total 25 marks]**

Question 2

Should organizations follow Lewin's classical change prescription to 'refreeze' after the 'moving' stage **[Total 25 marks]**

Question 3

"In a time of change, it is learners who inherit the future. The learned find themselves well equipped to live in a world that no longer exists." — Eric Hoffer

- (a) Explain the importance of learning organizations in change management (10 MARKS)
 - (b) Discuss what learning organisations do in a time of change? (15 MARKS)
- [Total 25 marks]**

Question 4

- a) Describe the process of change evaluation (10 MARKS)
 - b) Briefly discuss its process Highlight action research in evaluating change. (15 MARKS)
- [Total 25 marks]**