



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING

DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT

EXAMINATION PAPER

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|----------------------|---|-------------------|
| COURSE CODE | : | CMA405 |
| COURSE TITLE | : | CHANGE MANAGEMENT |
| SPECIAL REQUIREMENTS | : | NONE |
| DURATION | : | 3 Hours |
| LEVEL | : | 4.1 |
| DATE | : | 2021 |

10 FEB 2022

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 []

Section 1

Compulsory

HBR Case Study: Getting Employees Excited About New Directions

Seminar Paper, 2015

S M SANEL MURANOVIC (AUTHOR)

Introduction

Change is the norm and flexibility is a requirement, so be prepared to deal with it. A very meaningful sentence nowadays. Organizations and companies all over the world are confronted with change and the question, how to manage it.

Threatening external influences force organizational culture to arrange themselves with permanent change processes. Even if there are no evident problems brewing. Imminent external disruptions, like new competitors or technology, the own cost structure or economy depression, can take the organization by surprise too fast. One way to deal with change is to prevent problems that weren't tangible but could arise from different change processes in- and outside the organization.

This individual seminar paper is structured in by comparing the academically approach from well-known economics literature with an actual case study with a practical approach.

“Change is the law of life.

And those who look only to the past or present are certain to miss the future.”

John F. Kennedy

Despite he was already a much esteemed part of the company before this promotion and the company was actually profitable, highly regarded and emerged from the financial crisis relatively unscathed, he insisted that staying the course wasn't an option for him by commenting: “I want RBC to matter - to our clients, to our people, an in our communities - both here in Canada and around the world, wherever we do business.”

The case study points out that the difference in how some companies came through the crisis even stronger was, that they build up three organizational capabilities simultaneously - being purpose-driven, performance-oriented, and principles-led - a process the author Douglas A.

Ready calls “creating collective ambition”. (Ready 2015, Getting Employees Excited About a New Direction)

1.1 Connect organizational purpose with individual meaning

The setting of an agenda wasn't an easy matter for the new CEO. There were, as usual, plenty of issues that can attract the attention and consume oneself energy by pulling you in a variety of different directions. The key point therefore was for McKay to focus the organization on finding the core purpose of RBC, by knowing this wasn't a journey to be travelled in a half-spirited manner. (Ready 2015, Getting Employees Excited About a New Direction)

1.2 Embrace leadership as a collective accountability

Shaping the RBC collective ambition was a remarkable effort by involving and socializing the group executive board. By creating a mixed work stream of key business and functional executives who were opinion leaders and should become important culture carriers. (Ready 2015, Getting Employees Excited About a New Direction)

1.3 Find your collective voice

A Vision and Values Jam for all employees (80.000) was established for searching its collective ambition. First RBC had to reflect on their own history of being paternalistic and quite agreeable - almost to a fault. By giving such a culture, launching the process that would probably invite inputs and even potential criticism from every single member of the company was quite frightening for most of the board members - and this was exactly the core purpose what the vision and values should be about.

The effort was recompensed - over 20.000 employees with even more comments and replies found a collective voice for the organizations by contributing ideas, suggestions and opinions what has been done well and what should be improved. (Ready 2015, Getting Employees Excited About a New Direction)

1.4 Unleash new energy

The result was implemented in thousands of conversations, dozens of interviews and focus group sessions led by the general executives mentioned before. Through this very engaging dialogue RBC was able to encourage important leadership programs and employee input. “Helping Clients Thrive and Communities Prosper” was the drafted powerful purpose statement of the organization and the newly articulated vision “To be among the world's most trusted and successful financial institutions!” This was directly based on the most powerful currencies of all - The Importance of Trust. (Ready 2015, Getting Employees Excited About a New Direction)

Question 1

1. Discuss how you would connect RBC organizational purpose with individual employee

[20 Marks]

2. Explain how embracing new organizational leadership can change the financial department of RBC to be more collective in their accountability? [10Marks]
3. Examine how employees collective voices can change organisations long terms financial strategies? [10 Marks]

[TOTAL MARKS 40]

Section 2

Question 2

‘Employee involvement during Covid 19 Pandemic in an organisation is a key factor to the successful implementation of current changes in a company’.

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

[20 Marks]

Question 3

Deliberate all the 8 step process for leading change by Dr John Kotter in his Change Model, use practical examples.

[20 Marks]

Question 4

‘Types of resistance to Change’.

Scrutinise any Five (5) types of resistance to change likely to, come athwart by students at Zimbabwe Ezekiel Guti University (ZEGU) during the Covid 19 Pandemic? [20 Marks]

Question 5

Expound on how a company like ZUPCO Ltd can develop and apply all the 7 S’s – in the 7 S-McKenzie Change Model, illustrate your answer with a diagram.

[20 Marks]

****END OF PAPER**