



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 : 05 OCT 2022

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 []

SECTION A (COMPULSARY)

CASE STUDY

In July 2012, shares of Nokia were trading below \$2 — far off from their highs of nearly \$60 in 2000 and nearly \$40 in 2007. At the time of this writing, the shares have somewhat rebounded, up more than 300% after having climbed into the \$6.50 range.

At the turn of the millennium, Nokia was one of the world's largest suppliers of mobile devices. This, of course, was before smartphone mania swept the nation (and the world).

Fast forward to 2010, and while Nokia remained profitable, the writing was on the wall. It was only a matter of time before Nokia phones, as they currently existed, would remain relevant.

Because Apple beat Nokia to market with its iPhone, the latter company missed its opportunity to lead the smartphone revolution.

Understanding this all too well — Nokia has reinvented itself time and again in its 150-plus-year history — the Finland-based company hired a new CEO to take the reins.

Ultimately, Nokia's new management team decided to sell the company's struggling phone division to Microsoft.

Like it has done so many times over the years (how else does a company founded in 1865 become the worldwide leader in mobile devices in the 1990s?), Nokia has changed the focus of its operations once more.

Currently, the company is building network and mapping technologies, among other initiatives.

Read the above case and answer the following questions:

Question 1

- (a) What are the change drivers in the case of Nokia (10 marks)
 - (b) Discuss Change strategies which Nokia can employ in order to achieve competitive advantage (15 Marks)
- [Total 25 marks]**

Section B

Question 2

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

[Total 25 marks]

Question 3

In 1947, Kurt Lewin created a change management model in which he recognized three stages of change in organizations. Discuss the relevance of the model in today's world. Give suitable examples.

[25 marks]

Question 4

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'.

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

[Total 25 marks]

Question 5

Individuals at all levels are prone to resisting change. Evaluate any the four main reasons why individuals resist change?

[Total 25 marks]

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