



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF LAW, BUSINESS INTELLIGENCE AND ECONOMICS

DEPARTMENT OF ECONOMICS, MARKETING AND ENTREPRENEURSHIP

EXAMINATION PAPER

COURSE CODE : CMA 405
COURSE TITLE : CHANGE MANAGEMENT
DURATION : 3 Hours
DATE : 13 FEB 2024

INSTRUCTIONS TO CANDIDATES:

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

SECTION A

Answer all questions from this section

QUESTION 1

Case study

UK Coal

The state-owned coal industry in the UK was privatized in 1994–95. At that time, UK Coal operated about 20 deep mines and the same number of opencast mines. By 2004, turnover was down by half and the number of mines had reduced by more than 50 per cent. The main reason for the closure of many of UK Coal's deep mines was the exhaustion of economically viable reserves. New mines were not developed to replace those that had been closed because the continuing downward trend in world coal prices had undermined the business case for new investment.

The exhaustion of economically viable reserves was not the only problem. Other problems included environmental opposition to the burning of coal with high sulphur content. Imported coal was more attractive to major customers (the power generators) on this count as well as on price. Another factor was the considerable capital investment required to develop a new deep mine.

The change strategy

The reduction in the number of deep and opencast mines encouraged UK Coal to begin looking for ways of improving the company's operating efficiency. One way of achieving this was to reduce the overhead cost of its central corporate headquarters by making each mine more autonomous and delegating to each unit a wider range of activities than used to be the case. Alongside this restructuring, UK Coal introduced a continuous improvement programme across all the remaining deep mines in order to make them more efficient and ensure their long-term survival.

Confronted with ever diminishing opportunities to grow the mining business, UK Coal also began to reappraise its assets and consider how it might revise its theory of business. It decided to explore the possibility of redefining the company as a land and property management and mining company. This reorientation involved many changes, including bringing new senior managers into the organization with competences in the area of land and property management.

QUESTIONS

- a) Identify the change drivers facing UK Coal and discuss their impact on company performance. (12 marks)
 - b) Evaluate the change strategy being pursued by UK Coal. (13 marks)
- (Total 25 marks)**

SECTION B

Answer any three questions from this section

QUESTION 2

As a change management consultancy, you are approached by a certain service marketing company for guidance in change management processes. From your discussion with the client you realize that the company lacks an appreciation of the Lewin's 3 stages change model. Kindly assist the client to understand this model including its benefits and shortcomings.

(Total 25 marks)

QUESTION 3

'Paying attention to employee grievances and resistance to change is an outdated change management style. Employees are meant to follow what is their leaders want.' Evaluate the rationality of that statement in light of Zimbabwean examples.

(25 marks)

(Total 25 marks)

QUESTION 4

- a) As a marketing manager of a Zimbabwean retail outlet, you want to introduce a new transaction processing system. Demonstrate how you can guide your subordinates through the change transitional process. (10 marks)
- b) Evaluate the relevance of the McKinsey's 7Ss Framework in examining the impact of change (15 marks)

(Total 25 marks)

QUESTION 5

Making use of examples critique the significance of Davis, Bogozzi and Warshaw (1989)'s Technology Adoption Model (TAM) in change management endeavours. (25 marks)

(Total 25 marks)

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