



ZIMBABWE EZEKIEL GUTI UNIVERSITY

FACULTY OF BUSINESS, ECONOMICS AND ACCOUNTING

DEPARTMENT OF BUSINESS ADMINISTRATION AND MANAGEMENT

EXAMINATION PAPER

COURSE CODE : CMA405
COURSE TITLE : CHANGE MANAGEMENT
SPECIAL REQUIREMENTS :
DURATION : 3 Hours
LEVEL : 4.1
DATE : 24 March 2021

Printed

INSTRUCTIONS TO CANDIDATES:

1. No cell phones are allowed in the examination venue.
2. Answer Question 1, 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 []

Case Study 1:

Resistance to Change

Victor is the head of a division in a government state agency called **Environmental Management Agency of Zimbabwe**. He has been in his management position for 15 years and has worked his way up to his current position. Throughout his career, he has seen many people leave and join the department. He has stayed because he enjoys public service and working with familiar faces in the agency. He also knows that he brings his many years of experiences in a public agency to the table when solving problems. His personality fits the working environment of a state agency; he likes working with the familiarity of rules and procedures.

Victor is proud of his service, but he is really looking forward to his retirement, which, for him, is not coming soon enough. Within the last few years, lots of changes have occurred on a department level that is also changing much of the familiar procedures, rules, and norms that Victor has been accustomed to during his 25 years in the department. Some of these changes include hiring younger staff, reorganization of job responsibilities, performance plans to increase staff competencies and skills in new areas, and recent layoffs to help balance the budget.

As part of his attempt to make his mark on the division, and to bring in past experiences that he thinks can be of value, Victor proposed numerous ideas for the division at a staff meeting. His staff—*which, in recent years, has become increasingly more diverse in demographics and cultural backgrounds*—suggests improvements and changes to his ideas. They are not so sure that his changes are the most appropriate given the overall strategic directions of the department. Furthermore, they are not sure how they can implement strategies when the ideas call for outdated resources and technology. Some of the younger staff members are more vocal and mention recent trends and practices in strategic thinking that could be more beneficial to accomplishing the division goals.

Victor views these suggestions as attacks directed at him and as resistance on the part of the staff. He feels like every time he makes a suggestion, he is thrown a curveball from one of the younger staff members. Why is this happening to him now? He knows he has to manage this. He cannot let this type of dynamic go on for an additional five years—or could he?

1. Discuss the organisational changes which are fuelling Victor's perspective as a leader of a state agency? **[8 Marks]**
2. Explain how Victor can lead these new changes and where is his motivation to lead is coming from? **[8 Marks]**
3. Analyse how you would describe Victor's self-concept of change and its influence on his leadership? **[8 Marks]**

[Total Marks 25]

Section 2

Question 2

'Employee involvement in an organisation is a key factor to the successful implementation of change in a company'. Discuss with references to an organisation of your own choice?

[25 Marks]

Question 3

Using practical examples, discuss all the elements of the John Kotler Change Model.

[25 Marks]

Question 4

Explain how a company like Delta Beverages Ltd can develop and apply the 7S McKenzie Change Model. Illustrate your answer with a diagram. **[25 Marks]**

Question 5

'Types of resistance to Change'.

Examine any Five (5) types of resistance to change likely to be encountered by students at Zimbabwe Ezekiel Guti University (ZEGU) during the Covid 19 Pandemic? **[25 Marks]**