

ZIMBABWE EZEKIEL GUTI UNIVERSITY



DEPARTMENT OF BUSINESS STUDIES

COURSE: CHANGE MANAGEMENT

COURSE CODE: CMA 405

28 JULY 2017

DURATION: 3 HOURS 30 MINUTES

INSTRUCTIONS TO CANDIDATES

1. No cell phones are allowed in the examination venue.
2. Begin each question on a new page.
3. Answer **all** questions in Section A and any other **three (3)** from Section B
4. Each question carries **25 marks**
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: ST EBBE'S HOSPITAL

Introduction

Back injuries sustained at work are one of the major causes of nursing staff sickness in the National Health Service (NHS). In addition to the personal costs for individuals, there are substantial costs to individual hospitals in providing staff to cover sick absence or in recruiting replacement staff for those who leave nursing through injury. Increasingly NHS hospitals are having to pay compensation to employees who have suffered work-related injuries: these payouts can be substantial, the largest to date being £680,000 to one individual.

It will become a statutory requirement for all staff involved in direct patient care to be given training in 'Moving and Handling'. You are required to organize the implementation of the training programme to nursing staff at St Ebbe's Hospital as a pilot exercise. If successful, the training will be extended to other staff groups. There are 300 nurses at St Ebbe's. On completion of the training, staff will have learned new techniques requiring the use of lifting equipment such as mechanical hoists. This equipment has already been supplied to the hospital but is currently in storage awaiting the training programme. As part of the implementation programme, evaluation is required to ensure that staff who have received the training are implementing the new techniques correctly.

Timescale

Five months from September 2017 to January 2018.

Budget

The budget of £12,500 is to cover only the hiring of external trainers and any substitute staff required to cover the wards.

Training

Basic training (which all staff must have) takes 2 days. Advanced training (needed to become an internal trainer – i.e. a member of St Ebbe's staff who will be able to train their colleagues) takes 5 days in total (such staff do not have to go through the basic training as well). External trainers can provide basic training for 12 trainees at a time or advanced training for 6 trainees at a time. Internal trainers can only provide basic training and can only teach 6 trainees at a time.

Facilities

The hospital has two suitable equipped rooms for training. These are available at no cost Monday–Friday and can hold a maximum of 1 trainer and 12 trainees.

Clinical services

Clinical services have to continue as normal while the training programme is in progress. This means that you may have no more than 6 staff away from the wards on any one day. For every nurse over and above 6 attending training you must allow for the cost of locum cover.

Questions

- a) Basing on the above case, briefly outline the change drivers. *(5 marks)*
- b) From the case above, identify the factors which can trigger resistance to change from the nursing staff. *(6 marks)*
- c) As a change leader, evaluate the approaches which can be adopted to minimise resistance from the nursing staff. *(14 marks)*

[Total 25 Marks]

SECTION B

Answer any three questions from this section

Question 2

- a) Define the following terms as they apply in change management:
 - i) Valence *(2 marks)*
 - ii) Organisational learning *(2 marks)*
 - iii) Change management *(2 marks)*
 - iv) Change drivers *(2 marks)*
 - v) Strategy *(2 marks)*
- b) Evaluate the characteristics of status quo managers, and comment on their likelihood of success in the contemporary Zimbabwean business environment. *(15 marks)*

[Total 25 Marks]

Question 3

As a marketing manager of any organisation of your own choice, you are tasked to spearhead organisational change whenever necessary. Apart from the Prosci ADKAR Model, which model of change can you adopt? Justify your stance by scrutinizing that model in relation to your organisation's internal and external environment. *(25marks)*

[Total 25 Marks]

Question 4

- a) Briefly outline any five causes of change failure and propose a solution for each. *(5 marks)*
- b) Giving examples, discuss the McKinsey's 7Ss Framework as a tool to ensure alignment of organisational activities and resources. *(20 marks)*

[Total 25 Marks]

Question 5

- a) With the aid of examples, briefly outline any five causes of resistance to change. *(5 marks)*
- b) As a marketing manager you are tasked to recommend to your CEO the best communication style which can be adopted in order to influence subordinates to accept change. Write a Memo to the CEO discussing the four (4) applicable communication styles, and finally recommend the best style. Justify your stance. *(20 marks)*

[Total 25 Marks]

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