

BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DEPARTMENT OF HUMAN CAPITAL MANAGEMENT

CHANGE MANAGEMENT (BS411)

NOV 2024

TIME: THREE HOURS

INSTRUCTIONS TO CANDIDATES

1. Answer **any four** questions.
2. Start the answer to each question on a fresh page.

INFORMATION TO CANDIDATES

1. No cellphones and any other unauthorised materials are allowed into the examination room.
2. Each question carries 25 marks.

QUESTION 1

‘Change cannot happen to people. It needs to happen with people’. Discuss this assertion.
[25 marks]

QUESTION 2

‘Theories of change management emphasize the role of employee involvement and empowerment in order to sustain a culture of change’. Examine the benefits and constraints of such a strategy.
[25 marks]

QUESTION 3

- a) Analyse any five forces that move organisations to transform. [10 marks]
- b) Examine the applicability of the three organisational factors of change in improving the change process in any organisation. [15 marks]

[25 marks]

QUESTION 4

‘Corporate culture is an integral element during a change programme’. Discuss this statement.
[25 marks]

QUESTION 5

- a) Analyse significance of organisational development. (10 marks)
- b) Explain the roles of a leader in change management. (15 marks)

[25 marks]

QUESTION 6

Examine the following models of change management:

- a) Beckhard and Harris Change Formula (1987) (10 marks)
- b) Rodger’s Technology adoption curve (15 marks)

[25 marks]

END OF PAPER