

**BINDURA UNIVERSITY OF SCIENCE EDUCATION**  
**FACULTY OF COMMERCE**  
**GRADUATE SCHOOL OF BUSINESS**  
**MASTER OF BUSINESS LEADERSHIP**  
**MASTER OF LEADERSHIP AND CORPORATE GOVERNANCE**  
**CHANGE MANAGEMENT (MBL 507)**  
**STRATEGIC CHANGE MANAGEMENT (MLC 515)**  
**EXAMINATION PAPER**  
**DURATION: 3 HOURS 30 MINUTES**

*NOV 2024*

**Instructions and Information to Candidates**

1. Section A is compulsory and carries 40 marks.
  2. Answer 'Question 1' from Section A and any three (3) questions from Section B.
  3. The paper carries six questions.
  4. All questions in Section B carry equal marks of 20 each.
  5. The use of cell phones is not allowed in the examination.
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## SECTION A :

### QUESTION 1

#### CASE STUDY: RESISTANCE TO CHANGE

Victor is the head of a division in a government state agency. 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?

***Required:***

- a. Discuss organisational change assumptions which is fuelling Victor's perspective as a leader of a state agency? **(10 marks)**
- b. Where does Victor's motivation as a change leader come from. **(15 marks)**
- c. Examine how you would describe Victor's change concept and the influence of it on his organisational change leadership? **(15 marks)**

**[Total: 40 marks]**

**SECTION B: Answer any three [3] questions from this section.**

**QUESTION 2**

Explain the 7 C of change management. **[20 marks]**

**QUESTION 3**

Discuss the 4 types of Organisational change. **[20 marks]**

**QUESTION 4**

Examine the Kurt Lewin model of Organisational change. **[20 marks]**

**QUESTION 5**

Debate the Kotter's model of Organisational change using a Zimbabwe local company of your own choice. **[ 20 marks]**

**QUESTION 6**

Explain the various ways in which employees express resistance to change. Use a practical example of an Organization of your own choice. **[20 marks]**

**END OF EXAMINATION PAPER**