



MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

FACULTY OF AGRI-BUSINESS AND COMMERCE

Business Management Department

CHANGE MANAGEMENT

CODE: HBM411

SESSIONAL EXAMINATIONS

SEPT/OCT 2021

DURATION: 3 HOURS

EXAMINER: DR G. MURIDZI

INSTRUCTIONS

- 1. Answer ALL questions in Section A and ANY **Three (3)** questions in Section B.*
 - 2. Section A carries 40 marks
Each question in Section B carries 20 marks.*
 - 3. Total marks 100.*
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SECTION A: Case study: Answer all Questions in this section

Question 1

Read the case study below and answer the questions that follow.

Judiciary Service Commission in Zimbabwe is introducing the Integrated Electronic Case Management System (IECMS) in the courts to remove human element and corruption and to promote easy of doing business. The system will be transformational as all courts will be paperless and fully automated. The system will integrate the Constitutional Court, Supreme Court, Commercial Court, High Court, Labour Court, Administrative Court, Magistrates Court, Master of High Court and Sherriff of the High Court under the same system. Moreover, the IECMS seeks to:-

- Reduce case backlog;
- Prevent the loss and physical damage of documents in a case file;
- Enhance information accessibility; and
- Modernize the sector's operations.

The IECMS will be implemented in two phases. The aim is to have the IECMS operational in all courts and offices within 36 months to 60 months. In the first phase, implementation will mainly focus on the Constitutional Court, Supreme Court and Commercial Division of the High Court.

It is against this background that the operations and processes within the Judiciary Service Commission will be affected due to this change, and that change has to be managed from manual operations to automatization.

1. From the case study, define what change management is? [2 marks]
2. What are internal and external triggers which prompted Judiciary Service Commission to introduce new system in their courts? [4 marks]
3. What type of change is being implemented by Judiciary Service Commission? Justify your answer. [2 marks]

4. What are the Challenges/dangers of introducing the new system of case management within the Judiciary Service Commission? [4 marks]
5. Not everyone within the Judiciary Service Commission will have a buy-in on the introduction of the new system.
- a) What could be the possible reasons for their resistance? [6 marks]
- b) How can the organizational culture within the Commission be changed to support the new system? [4 marks]
6. Use the **performance prism** to measure and manage organisational performance which comes with the introduction of new system in the Judiciary Service Commission in handling of its cases. [8 marks]
7. The introduction of Integrated Electronic Case Management System by Judiciary Service Commission is not an easy task. It requires a lot of resources and commitment from politicians, management and staff. To roll out this initiative the commission set up a Steering committee and you happen to be the Chairperson of that Steering committee. Using ADKAR model, explain the steps would take to management this change. [10 marks]

SECTION A – TOTAL [40 MARKS]

SECTION B: ESSAY QUESTIONS

Answer any THREE of the following FOUR questions.

Question 2

You have been appointed as a Change Agent for Wholesome Enterprise which is in a business manufacturing detergents and would like to transform its operations from manual to automation. The company has to import some of the chemicals and equipment from South Africa. Your terms of reference are to establish the External environmental triggers to change and Internal triggers to change. Identify and explain such triggers and how they can influence change. **[20 marks]**

QUESTION 3

Discuss the McKinsey's 7S Model and how it can be applied in any organization of your choice. **[20 marks]**

QUESTION 4

What are the implications of organizational structures choice to change management? **[20 marks]**

QUESTION 5

- i. Discuss the life cycle of resistance to change. (10 marks)
- ii. What strategies can be used to overcome resistance to change? (10 marks)

[20 marks]

SECTION B TOTAL [60 MARKS]

TOTAL MARKS [100]

THE END