



MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

FACULTY OF AGRIBUSINESS AND APPLIED SOCIAL SCIENCES
HUMAN RESOURCE MANAGEMENT DEPARTMENT

MANAGEMENT OF CHANGE

CODE: HHRM411

SESSIONAL EXAMINATIONS

DECEMBER 2023

DURATION: 3 HOURS

EXAMINER: MR K CHATIZA

INSTRUCTIONS & INFORMATION

- 1. This paper contains 2 sections with 6 Questions.*
 - 2. Section A is compulsory.*
 - 3. Answer ANY **three** other questions from section B*
 - 4. Total marks 100*
 - 5. You are reminded of the need for good English and clear presentation in your answers.*
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SECTION A

1. According to Kotter (1996), ‘...botched change efforts can leave an organisation worse off than before with wasted resources and frustrated employees.’ As the newly appointed advisor of Econet Wireless, prepare a position paper for the Managing Director, recommending any **five** strategies he could use to successfully implement organizational change programmes.

(25 marks)

SECTION B

2. Discuss any **five** roles of HR leaders in promoting a culture of innovation in Zimbabwean organisations. **(25 marks)**
3. Examine any **five** ways in which communication strategy plays in enhancing the success of an organizational change programme. **(25 marks)**
4. a) Compare and contrast *planned* and *unplanned* forms of change. **(5 marks)**
b) Motivate any **five** arguments against the use of external consultants during a Business Process Reengineering (BPR) programme. **(20 marks)**
5. Learning organizations are likely to realize greater levels of change success than their counterparts. Discuss. **(25 marks)**
6. Examine any **five** factors that account for the low levels of organisational readiness for change in any Public Sector institution. **(25 marks)**

END OF EXAMINATION