



# MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

**FACULTY OF AGRIBUSINESS AND APPLIED SOCIAL SCIENCES**

**DEPARTMENT OF APPLIED BUSINESS SCIENCES**

**CHANGE MANAGEMENT**

**MODULE CODE: BMAN 412/HBM411**

**SESSIONAL EXAMINATIONS**

**JUNE 2023**

**DURATION: 3 HOURS**

**EXAMINER: MR MAKIWA**

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## ***INSTRUCTIONS***

- 1. Answer all questions in Section A and any three questions in Section B.*
  - 2. Section A carries 40 marks whilst Section B carries 60 marks.*
  - 3. Total marks 100.*
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## **SECTION A: COMPULSORY**

*(Answer all questions in this section. Section A carries 40 marks)*

***Read the following questions and answer the following questions***

### **Question 1**

Toyota motor company is considered to be the most famous company engaged in manufacturing of auto mobile around the world. The company was initiated in 1937 and founder of Toyota motors was Kiichiro Toyoda. At present, the company has maintained its position as the largest manufacturers of cars as a global brand (Cummings and Worley,2014). The company got success from the continuous adoption of efficiency and quality. The major reason behind their success is continuously updating and launching of new products and services in the marketplace with the changing market conditions. They have however faced challenges in during adaption process which include shortage of funds to fund the adaptation, resistance of excutive, limited knowledge and many others. In 2010, Toyota Motors declared a considerable change in their management framework as a part of their rapid development strategy. Toyota is well known in the market because of its improving organizational changes so as to provide a better competitiveness inthe market. These changes differ from revaluation to objectives of management(Marcu,2016). In 2010, some major changes were declared by the company such as to increase productivity and efficiency, the previously known Business Development Unit and Marine Business Division has been converted into Marine and Unit Business Division. The sales department will take care of this unit.The department of purchasing planning will now be updated to Department of Purchasing Administrative and the International Purchasing Promotion Division. Further, the purchasing of body part division will now be restructured to Division of purchasing planning (Benn, Dunphy and Griffiths, 2014). The major aim behind this is to merge foreign and local markets.

### **Required:**

- a) With reference to the case define change management.  
(5 marks)

c) Discuss the benefits of change management to Toyota (15 marks)

d) Examine any (2) two barriers to change which management in Toyota may have encountered. (15 marks)

e) Evaluate any 2 advantages of change. (5)

[Total 40 Marks]

## SECTION B

*(Answer any **three (3) questions** from this section. Each question carries 20 marks)*

### Question 2

Change is inevitable. Discuss using examples.

[Total 20 marks]

### Question 3

Makiwa Investment has just hired a new CEO. Advise management on how they can use the ADKAR model to manage the change. (20 marks)

### Question 4

Using an organisation of your choice, explain how the culture of an organisation affects change.

(20 marks)

### Question 5

Using practical examples discuss strategies which can be used to manage resistance to change.

(20 marks)

### Question 6

‘Managing change in a crisis is difficult’. Discuss any 5 factors managers should consider in managing change during a crisis. (20 marks)

**END OF EXAMINATION PAPER**