



**AFRICA
UNIVERSITY**

(A United Methodist-Related Institution)

"Investing in Africa's Future"

FACULTY OF MANAGEMENT AND ADMINISTRATION

COURSE TITLE: MMS 510 MANAGEMENT OF CHANGE

SEMESTER 1: FINAL EXAMINATION NOVEMBER 2013

LECTURER: MR. A.M.GUMBO

TIME: 3 HOURS

INSTRUCTIONS

Answer all questions in Section A and any **two** questions of your choice from Section B. Each question in section B carries 25 marks

Credit will be given for logical, systematic and neat presentations.

Anyone caught cheating will be disqualified

No sharing of resources

SECTION A: CASE STUDY.

Study the Case supplied separately and then answer the following questions.

1. What was the cause of the change initiative at Apex's subsidiary? **(10 marks)**
2. Discuss the principles of this company in relation to its customers. **(10mks)**
3. Why do you think the organisation opted for an external change agent? **(10mks)**
4. Discuss the general effects of (a) organisational culture and (b) organisational climate on the success/failure of a change initiative giving real life examples from your experience. **(10 mks)**

SECTION B: Choose and answer **TWO essay questions** from below. Each full question carries 25 marks.

QUESTION 1: What causes people to resist "Change"? In Organizational Development implementation, show how a manager should deal with or minimize the potential for such resistance.

QUESTION 2: Change efforts cannot succeed without the co-operation of important stakeholders. Discuss how you would go about identifying "important" and subsequently develop effective to enlist their support and co-operation in your planned introduction of change.

QUESTION 3: "Change is more likely to fail when driven by ineffective, missing or conflicting leadership". In the light of this statement discuss the role and importance of the Change Agent in leading change.

END OF PAPER.