



**COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND
GOVERNANCE**

NMMS 508: STRATEGY AND CHANGE MANAGEMENT

END OF SECOND SEMESTER EXAMINATIONS

MAY 2021

LECTURER: DR FARAI CHIGORA

TIME: 7 HOURS

INSTRUCTIONS

You are required to answer questions as instructed

Choose and answer **ONE** question only

Start **each** question on a new page in your answer booklet

Credit will be awarded for logical, systematic and neat presentations

Case Study (KPMG Strategy and Change Management)

Read the following case study and answer the questions below

System of Involving the Stakeholders in Planning of Strategic Change

A system refers to a collection of different units or subsystems, which work as a unit to accomplish a given objective. KPMG as an organization is a system made up of different stakeholders each with different duties all aimed at ensuring the firm's strategic goals and objectives are achieved. The diagram below shows the stakeholders in this system, as well as how they are related.



As shown in the above diagram, the system involves all the members of the organization in their various capacities. In this system, change would be effected from the top management, and the lower cadre employees would be doing the implementation activities. The system should be well coordinated in a way that no unit will clash with the other in the process of implementation of change strategies. The management of KPMG must clearly set the overall goals and objectives of the firm.

This should be made known to all members of the organization. The overall objective would be to create a positive differential change to customers. The management would therefore create a system that would act as a wheel.

The management (both top and mid-level management) would form systems, while the junior employees would form subsystems. In this wheel, the management should transfer a desirable rotation to the employees that would make them (the employees) rotate the customers in favour of the organization. This is demonstrated in the diagram below.



All members would share the new objectives, which would redefine the mission of the firm, in the firm. As seen in the case study, the last and very important part is the implementation of the shared mission. The management should identify various teams and assign them different roles that would help accomplish the objective of the organization.

The management should consider developing units within the firm, with each unit having their own specific duties. The stakeholders should fit into the units, with each unit having specified role to play in the overall policy implementation process. The management can also consider having each specific stakeholder assigned his or her own role within the firm to be achieved within a specified period.

Resistance to Change

In many occasions, change would meet a lot of resistance from those who want to maintain status quo. They would ensure that all efforts are directed towards derailing change. Change can be resisted in a number of ways. The first type of resistance to change may involve adoption of the laggard approach to change. Such an individual would try to cling to the traditional ways of operation as much as is possible.

Another approach may involve refusal to cooperate in the process of working as a system to implement change. The management can also resist change by failing to advocate for the same to the employees. They can also resist change by failing to allocate enough finance for the same.

The best way to manage any form of resistance is to make every member of the organization understand the need for, and the urgency with which change is needed. The management should ensure that all stakeholders are brought on board in the process of implementing change. They should be allowed to share their views and fears about change so that the concerned authorities may address it.

Plans for Implementation of Change Management Strategies

Appropriate Model for Change

A number of models for change that are used by various organizations, given different scenarios exist. Some of the most popular models of change include ADKAR Model for change, Stephen Covey Seven Habits Model, Kubler Ross Stages of Change and Kurt Lewin's Strategy of Unfreeze-Change-Refreeze.

These strategies are suitable in different scenario. They have their own advantages and disadvantages that makes each most suitable in different applications. Given the scenario of KPM, the best model would be Kurt Lewin's three staged Model of Change Management of Unfreeze, Change, and then Freeze.

Unfreeze is the first stage where the firm would need to appreciate that given the current market forces, there is need for change. As such, every member of the organization prepares psychologically for a possible change. After unfreezing, the next step is change. The members, having accepted the need for change, would embrace the same and adopt new strategies brought about by change.

The freezing stage, also known as refreezing, involves establishing stability after the adoption of change.

Questions 1

Provide a brief report on **five** factors that help in co-ordinating the system and structure in change management as presented in the case study above. **[100 marks]**

Questions 2

Discuss any other model that can be applied with those mentioned in the case study in order to achieve an effective strategic change. **[100 marks]**

Questions3

Explain any **five** factors that can lead to resistance in strategic change as presented in the case study and the solution for each factor. **[100 marks]**

END OF EXAMINATION
