



REFORMED CHURCH UNIVERSITY

FACULTY OF COMMERCE

BACHELOR OF COMMERCE HONOURS DEGREE IN BUSINESS MANAGEMENT

CHANGE MANAGEMENT

HBUM 215

PART 2 SEMESTER 1

Total Marks [100]

DATE: OCTOBER 2024

Time: 3 Hours

INSTRUCTIONS

1. This paper has **six (6)** questions
2. Answer question **one (1)** and **any** other **three (3)**
3. Each question carries **25 marks**
4. Start each question on a new page

1. Discuss the importance of addressing culture in an organization in order for change implementation to be a success. (25 marks)
2. Discuss the change management principal challenges managers' face in today's increasingly competitive global environment. [25 marks]
3. Managers are primary change agents in most organizations. Evaluate how successful current Zimbabwean managers have been in fulfilling this role. [25 marks]
4. (a) Assess the main criticisms of the Emergent Approach to change. [15 marks]
(b) Discuss the implications of these criticisms for today's managers. [10 marks]
5. 'An organization may be changed by altering its culture, structure, people or some combination of these aspects'. Examine this statement in the context of Zimbabwean organizations. [25 marks]
6. Assess the relevance of the following schools of thought as fundamental theories underpinning Change Management:
 - (a) The Individual Perspective School [8]
 - (b) The Group Dynamics School [8]
 - (c) The Open Systems School [9]

END OF PAPER