

WOMEN'S UNIVERSITY IN AFRICA



Addressing gender disparity and fostering equity in University Education

FACULTY OF MANAGEMENT AND ENTREPRENEURIAL SCIENCES

BSc HONOURS DEGREE IN HUMAN RESOURCE MANAGEMENT

BSc HONOURS DEGREE IN PURCHASING AND SUPPLY CHAIN MANAGEMENT

MAIN PAPER

HRM 413: CHANGE MANAGEMENT

INTAKE 9 & 8: FOURTH YEAR FIRST SEMESTER

FOURTH YEAR SECOND SEMESTER

DATE:

TIME: 2 HOURS

INSTRUCTIONS TO CANDIDATES

Answer Question 1 and any other **two**

Question 1

KUDZAI SHUMBA ENTERPRISES

In 2002 Kudzai Shumba started a company in Harare, Zimbabwe.

Initially the company produced high quality clothes mainly for the high fashion market under the brand name 'Over the Moon'. By 2008 sales had expanded into South, Central and East African markets, and while the pressure existed to shift production offshore to Asian markets, Kudzai made the decision to keep production in Zimbabwe.

It soon became apparent that, 'Over the Moon' was finding it a challenge to keep costs low while maintaining production in Zimbabwe. Other designers were having their products made abroad at lower cost and using their profits to finance extensive marketing campaigns. Kudzai had to find a new product line.

Kudzai and her husband had always been active and enjoyed adventure sports such as rock climbing and horse riding. 'Shyllyn's blast' was the next obvious step. Kudzai would create a new product line of fashionable, rugged and colourful clothes that featured contemporized Zimbabwe motifs for recreational outdoor sports market.

This idea was obviously a big step and Kudzai had decided to hire an experienced local Zimbabwe designer to lead the team and work on new product line. The designer would work very closely with some of the new in house designers who would move from the 'Over the Moon' fashion range to the new recreational outdoor sports range. This would require careful change management.

Required:

- (i) Analyse why the ability to respond to change is an important characteristic of all modern business. [15]
- (ii) Evaluate the strategies Kudzai and the Designer could employ to overcome resistance to change. [15]
- (iii) Explain any five forms of resistance to change. [10]

Question 2

Using a company you are familiar with, examine the utility of performance management and reward management systems in ensuring successful implementation and sustainability of a change programme. [20]

Question 3

Lewin and Kotter's change model are two sides of the same coin. Discuss [20]

Question 4

Discuss how your company's structure would need to be changed in order to respond to a 'specific trigger' and implement a particular change programme. [20]

Question 5

- (i) Explain the external drivers of change. [10]
- (ii) People are the primary barrier to change'. Discuss. [10]

Question 6

Evaluate the role of a change agent in change management. [20]

END