FACULTY OF BUSINESS SCIENCES AND MANAGEMENT

DEPARTMENT OF MARKETING

BACHELOR OF COMMERCE HONOURS DEGREE IN MARKETING

CHANGE MANAGEMENT (BMA 4105)

JUNE 2026

DURATION: 3 HOURS

INSTRUCTIONS

1. Answer the question in **Section A** and any Three (3) questions in **Section B.**
2. Begin each question on a new page.

INFORMATION

1. Each question carries **25 marks.**
2. Questions may be answered in any order.
3. Credit will be given for the use of appropriate examples.

SECTION A: Compulsory (25 marks)

Question 1

Read the following passage and answer the questions that follow:

Organizations frequently face resistance to change, often due to employees' fears about their roles and job security. Leaders who engage employees and build coalitions can better manage resistance. Empowering change agents within the organization is also vital for fostering acceptance and facilitating smooth transitions. *(Source: Elusive Change and Firm Dynamics, IJSRI, 17(1), 121-129)*

Required:

a) From the context outlined above, critically examine the factors contributing to employee resistance to change within organizations. (10 marks)

b) Analyse how employee engagement and coalition-building can influence the overall success of change initiatives? (5 marks)

c) Assess the significance of empowering change agents in organizations, illustrating how it impacts the dynamics of change management and organizational acceptance?

(10 marks)

Section B: Answer Any Three Questions (25 marks each)

Question 2

a) Using Kotter's 8-step Model, demonstrate, using an organisational example, how a typical change process can be managed systematically. (10 marks)

b) Suggest and evaluate any five strategies that can enhance stakeholder engagement as a way of allaying resistance to change processes. (15 marks)

Question 3

(a) Using Zimbabwean examples, assess the effectiveness of external consultants in change management. (10 marks)

b) Discuss potential drawbacks of relying on external consultants for change management expertise. (15 marks)

Question 4

Identify and critically examine any five challenges organizations face when institutionalizing change. (25 marks)

Question 5

(a) Assuming that some organisation-wide technological transformation is about to take place in a company of your choice, demonstrate how the ADKAR model can be applied in managing such a transition. (16 marks)

(b) Discuss the main imports of Kurt Lewin's 3-stage Change Management Model, with the aid of organisational examples. (9 marks)

Question 6

(a) Evaluate the influence of corporate culture on change initiatives, illustrating how culture can either support or hinder change. (10 marks)

b) Explain how change managers can marry organizational culture with change strategies. (15 marks)

END