

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION
ACADEMIC YEAR 2013/2014

TITLE OF PAPER: Change Management

DEGREE AND YEAR: Bachelor of Commerce IV

COURSE NUMBER: BA 403

TIME ALLOWED: Three (3) hours

INSTRUCTIONS

1. THIS PAPER CONSISTS OF SECTION (A) AND (B)
2. THE CASE STUDY SECTION (A) IS COMPULSORY
3. ANSWER ANY THREE QUESTIONS FROM SECTION B

NOTE: You are reminded that in assessing your work, account will be given of the accuracy of language and the general quality of expression, together with the layout and presentation of your final answer.

THIS PAPER MUST NOT BE OPENED UNTIL THE INVIGILATOR HAS GRANTED PERMISSION.

GOOD LUCK !!!

SECTION A (Compulsory) (40 MARKS)

(Read the case below and answer the questions that follow.)

CASE: 'PICK-N-SAVE CHALLENGES'

In 2010, Tholang Consultants, a consortium owned by three Consultants with vast experience in the retail industry, opened their first supermarket, Pick-n-Save in Mahikeng, in what would become a chain of franchised supermarkets. Altogether they have an average experience of 20 years in the retail industry, have been exposed to supervisory and management positions in various sections such as fresh foods, bakery, butchery and dry foods and felt they are well-experienced to start their own supermarket and turn it into franchises at a later stage.

Pick-n-Save was due to open on the 1st November 2010 and as it was in the CBD of the City of Goodwill, they had enough 'foot traffic'. They placed the following advertisement in the local newspaper, 'The Mail' and on the shop's windows on the 15th September 2010:

Pick-n-Save Store will open on 1 November 2010!!!!

Staff required:

- Shelf packers
- Butchery block man
- Bakers
- Cashiers
- Storemen
- Fresh produce assistants

Apply within or phone 072 883 8989 / 072 883 9095/
072 883 9098 before 25 September 2011 if you are
interested in one of the above positions.

Alternatively, send your cv to the following address:
tholang.consultans@gmail.com.

From that time, the Consultants became busy getting stock ordered, shelves installed, arranging the refrigerators, getting the bakery and butchery equipment installed, the points of sale in order and working. Hundreds of people phoned them through the contact numbers provided in the advertisement. Some sent their curriculum vitae through e-mails whilst the others dropped their curriculum vitae at the store. They thought it would be good enough to take the applicants' telephone numbers and names because they promised to get back to them.

As the opening day drew nearer, they became very busy in the store with all the preparations. One morning, one of the Consultants realised it was the 1st October 2010 and they had not phoned any of the applicants back to arrange an interview.

At random, they chose a few numbers, phoned the applicants and arranged the interviews for the following day. They estimated the amount of employees for each position and were extremely lucky to fill all the vacancies.

The 1st November arrived and the doors were opened for business. Most of the newly appointed staff reported an hour earlier as was requested by the Consultants. Before the end of the first week, the Consultants realised that they had severe employment and performance problems in the business.

The first complaints were from the cashiers about the long hours of work and there were no relief staff. One of the shelf packers mentioned that there were very few previously disadvantaged people employed. This rumour spread like wild fire throughout the supermarket and customers started to complain about the poor quality of the products from the bakery. They also had complaints about the quality of the meat and the packaging, the long queues and the rudeness of the cashiers and shelf packers. This resulted in a sharp decline in sales and profits by the end of the second month of business operation whilst on the other hand, the rate of absenteeism, late coming and theft increased. They were forced to dismiss some of the employees who in turn, took them to the CCMA for unfair dismissals. They also started to experience a huge exodus of employees by the end of the third month, complaining about work overload, long and irregular working hours without provision for transport after work and overtime pay, placement in positions to perform functions that they are not trained in and expected to perform optimally, lack of induction, etc. Their HR Manager, who obtained a certificate in Personnel Management in 1998 and have never functioned in a human resource environment also resigned.

The Consultants had a meeting to reflect on the business operations and people management challenges and agreed that there are problems with the manner with which they brought in the employees to fill critical positions in the supermarket- there was no proper planning at all. They admitted that their downfall was in thinking that they can do everything and have come to realise that they do not have expertise in some strategic business processes, including the recruitment and selection processes. They therefore, need help!

Adapted From Julie Amparano Lopez, "Some Firms leaves a lot to be Desired" in." *The Wall Street Journal*, August 5, 1992 Dow Jones & Company, Inc.

Question 1

1.1 Identify the mistakes that the Consultants made in their staffing efforts.(10)

1.2 Explain the steps Pick-n-Save should follow to facilitate people alignment (30)

Total

(40 marks)

SECTION B

(Answer any three (3) questions from this section)

Question 2

Assume that Pick-n-Save has employed you as the Change Manager, what theories of change would you recommend for consideration as the organisation tries to adapt to different circumstances over time in its endeavour to attract and retain the best talent whilst improving business performance and competitiveness? (20 marks)

Question 3

"All types of organisations, whether in manufacturing, processing, marketing or in other services, should effectively manage change."

3.1 Briefly explain the objectives and benefits of change management. (10 marks)

3.2 Briefly discuss how in the process, behavioural changes should also be facilitated. (10 marks)

Question 4

Organisations globally have come to a realisation that organisational change is an imperative and a driving force for business competitiveness. For this reason, the trends indicate that organisations are constantly embarking on change processes. What are the types of changes that an organisation is likely to make? (Provide a practical illustration of an organisation that you are familiar with). (20 marks)

Question 5

Explain why mutual engagement and shared diagnosis matters in the change process? (20 marks)

