

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION
ACADEMIC YEAR 2015/2016

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

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

CASE SCENARIO: 'ASDA a food chain shop revolutionises its organisation'

" Its high time we make major changes in this volatile food chain industry environment", asserted the CEO of ASDA, Archie Norman. ...Everything about the organization...from the way they purchased and displayed products to the way store managers interacted with shop floor employees...would have to change. Actions taken related to turnaround, namely the selling of the furniture and carpeting operations, pay cuts and freezes and lay-offs. These can be discussed as to their wisdom at the strategic level. Different tools and techniques to be deployed in the process will be determined through a joint management –employees' discussion forum set for the week. Their selection will in part be influenced by their relevance and effectiveness at ASDA. Among the popular approaches to be used are Transformation discussions that will focus on the store level. Others would entail the adoption of self-managed work teams and the issue of if each store should be allowed to manage their own strategic renewal. Additionally, there should be behavioral and cultural changes to support the strategic renewal. Overall intent is to make ASDA new way of working a reality.

Question 1

- a. What are the types of changes that Archie Norman needs to undertake at ASDA?
(20 marks)
- b. Given that the change process at ASDA is "all-embracing", discuss the many specific areas where change is needed with supporting reasons.
(10marks)
- c. What are the Tools and techniques to be used in the change process?
(10 marks)

Total**40 marks**

SECTION B

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

Question 2

Change is an imperative given the organisational and behavioural dynamics. Discuss the major influences for organisational change. Of the major influences identified, pick three and discuss how they might necessitate behavioural change on the part of organization's employees. **(20 marks)**

Question 3

What is meant by the three faces of change and discuss how they are related? **(20 marks)**

Question 4

One of the major reasons why organisations are revamping their organisations is the problems experienced with the traditional approaches to organisational design; hence the proposal to create modern leaner and virtual organisations.

- a. Discuss the problems of traditional organisations. **(10 marks)**
- b. How has the modern forms of redesigned organisations (e.g Hackman and Oldham model of job redesign and virtual forms) counteracted these problems? **(10 marks)**

Question 5

Using a practical illustration of an organisation you familiar with, explain the concept of people alignment and its role in the change process. **(20 marks)**

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