

UNIVERSITY OF SWAZILAND
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
CHANGE MANAGEMENT MAIN EXAMINATION
ACADEMIC YEAR 2016/2017

TITLE OF PAPER: Change Management/Training and Management Development

DEGREE AND YEAR: Bachelor of Commerce IV

COURSE NUMBER: BA 403/ IDE-BA403/ BA509

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 STUDY: SPOOKED BY COMPUTERS

The New England Arts Project had its headquarters above an Italian restaurant in Portsmouth, New Hampshire. The project had five full-time employees, and during busy times of the year, particularly the month before Christmas, it hired as many as six part-time workers to type, address envelopes, and send out mailings. Although each of the five full-timers had a title and a formal job description, an observer would have had trouble telling their positions apart. Suzanne Clammer, for instance, was the executive director, the head of the office, but she could be found typing or licking envelopes just as often as Martin Welk, who had been working for less than a year as office coordinator, the lowest position in the project's hierarchy.

Despite a constant sense of being a month behind, the office ran relatively smoothly. No outsider would have had a prayer of finding a mailing list or a budget in the office, but project employees knew where almost everything was, and after a quiet fall they did not mind having their small space packed with workers in November. But a number of the federal funding agencies on which the project relied began to grumble about the cost of the part-time workers, the amount of time the project spent handling routine paperwork, and the chaotic condition of its financial records. The pressure to make a radical change was on. Finally, Martin Welk said it: "Maybe we should get a computer."

To Welk, fresh out of college, where he had written his papers on a word processor, computers were just another tool to make a job easier. But his belief was not shared by the others in the office, the youngest of whom had fifteen years more seniority than he. A computer would eat the project's mailing list, they said, destroying any chance of raising funds for the year. It would send the wrong things to the wrong people, insulting them and convincing them that the project had become another faceless organization that did not care. They swapped horror stories about computers that had charged them thousands of dollars for purchases they had never made or had assigned the same airplane seat to five people.

"We'll lose all control," Suzanne Clammer complained. She saw some kind of office automation as inevitable, yet she kept thinking she would probably quit before it came about. She liked hand-addressing mailings to arts patrons whom she had met, and she felt sure that the recipients contributed more because they recognized her neat blue printing. She remembered the agonies of typing class in high school and believed she was too old to take on something new and bound to be much more confusing. Two other employees, with whom she had worked for a decade, called her after work to ask if the prospect of a computer in the office meant they should be looking for other jobs. "I have enough trouble with English grammar," one of them wailed. "I'll never be able to learn computer language."

One morning Clammer called Martin Welk into her office, shut the door, and asked him if he could recommend any computer consultants. She had read an article that explained how a company could waste thousands of dollars by adopting integrated office automation in the wrong way, and she figured the project would have to hire somebody for at least six months to get the new machines working and to teach the staff how to use them. Welk was pleased because Clammer evidently had accepted the idea of a computer in the office. But he also realized that as the resident authority on computers, he had a lot of work to do before they went shopping for machines.

Case Questions

- a. Is Organization Development appropriate in this situation? Why or why not? **(10 marks)**
- b. What kinds of resistance to change have the employees of the project displayed? **(10 marks)**
- c. What can Martin Welk do to overcome the resistance? **(10 marks)**
- d. What kind of changes can help the company revolutionise its processes and go Green? **(10 marks)**

Total

(40 marks)

Case adapted from Spector Bert (2013) *Implementing Organisational Change: Theory and practice*, Pearson Education-Prentice Hall international

SECTION B

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

Question 2

Assume that you are appointed as the Change Agent for Lozuzu Industries where most employees are underperforming due to functional overlaps, poor job design, out-dated work practices, skills' decay and many associated problems. What change approaches would you recommend for consideration to turn around the situation?(please provide a justification for your recommended approach) **(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 provide a summary of how in the process, behavioural changes should also be facilitated. **(10 marks)**

Question 4

Similarly to other African Countries, Swaziland is experiencing a boom of service providers in Training and Development. However, the country lacks an effective accreditation framework to safeguard its citizens against unscrupulous suppliers of such services. With your expertise in Human Resource Development and Change Management, discuss how and why you will adopt mutual engagement and shared diagnosis in coming up with a vibrant accreditation framework? **(20 marks)**

Question 5

In the present Swaziland, do you think to be a leader is more challenging than in the past years? In view of the contemporary changes and challenges, explain expected qualities to effectively lead and manage today's organisations. **(20 marks)**

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