

UNIVERSITY OF ESWATINI
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION
ACADEMIC YEAR 2018/2019

TITLE OF PAPER: Change Management/ Training Management II

DEGREE AND YEAR: Bachelor of Commerce IV

COURSE NUMBER: BUS434/ BA 403/ IDE-BA403/ IDE-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: Africa Foods Wants a New Face

Africa Foods is a giant retail corporation, one of the largest in the industry. Africa Foods stores sell a wide selection of goods and are found in almost every medium to large-sized town in Africa.

However, Africa Foods is not an industry leader as regards its Human Resource Development(HRD) activities. Several years ago, the corporate-level HRD department at Africa Foods was eliminated during a downsizing exercise. It has recently been revived. At its helm is Thabo Makhanya, who has been with the enterprise for five years and is destined for higher-level responsibilities at Africa Foods.

His year-old HRD department is for professional HRD practitioners.) Makhanya is to set up a department servicing the staff with 6 long-time employees of the enterprise. The enterprise will not hire for the corporate office only but several hundred people for other departments. Makhanya has more or less a free hand to determine the purpose of the department and offer planned learning activities of value to the employees and managers of Africa Foods

The retail industry is fiercely competitive. Like other retailers, Africa Foods plans a major change programme to revamp its stores. This programme will change just about every fixture in most stores, including product display, advertising, inventory control and even store layout and staffing. The plan will be a reality within ten years. In the meantime, Africa Foods will continue as it always has –as a dominant force in the industry.

Case Questions**Question 1**

- a. Is Organizational Development appropriate in this situation? Why or why not? (10 marks)
- b. What problems will Makhanya encounter in his start up effort? (10 marks)
- c. What can he do to avert them and minimise adverse effects? (10 marks)
- d. How can Africa Foods balance the three main pillars: economic, social and environmental impact (as a requirement for an organisation to continue to be a dominant force in the industry. (10 marks)

Total**(40 marks)**

Source: Erasmus B.J, Loedolff P.V. Z, Mda T. and Nel P.S (2006) Managing Training and Development, 4th Ed. Oxford, SA. Pp. 231-232.

SECTION B

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

2. Justify the process of change evaluation and briefly discuss its process, highlighting action research in evaluating change. **(20 marks)**
3. Discuss the role of business process re-engineering in organisational change and critically evaluate its significance. **(20 marks)**
4. Discuss the factors of a successful company in continuously adapting to change, clearly illustrating a practical success case. **(20 marks)**
5. Write short notes on the following : **(5 marks for each question)**
 - (i) Turn around management
 - (ii) Mergers and Acquisitions
 - (iii) Role negotiation technique
 - (iv) Role of a leader in change management