University of Eswatini

Faculty of Commerce

Department of Business Administration

Main Examination

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TITLE OF THE PAPER : CHANGE MANAGEMENT

DEGREE : BACHELOR OF COMMERCE

COURSE CODE : BUS 434/BA 403

TIME ALLOWED : THREE (3 HOURS)

Instructions

   1.   There are two sections in this paper, A and B.

   2.   Section A is compulsory. Answer any three questions in section B

SECTION A

Question one

Read the case study below and answer questions that follow

Good Health (not real name), a provider of health care insurance, employed a total of 70 employees in its claims processing department which processed 10,000 to 15,000 claims every week. As its business continued to grow, Good Health's customer service suffered mainly because of its old-fashioned manual and computer mainframe claims handling system. After receiving quite a number of complaints from employees about manual claims processing, Good Health executives planned to upgrade its dental claims processing system.

Action

First the list of complaints received from employees was reviewed. The employees most complained about two things - the amount of paper work they were responsible for and the lack of a claims tracking system. They were also dissatisfied with the fact that the mainframe computer system used for processing claims lacked the capacity of allowing processors to access the provider database or printing labels for outgoing mails. The departmental manager and the quality supervisor decided to migrate to a personal computer (PC) system since they felt it would improve workflow, efficiency, speed and accuracy of the claim processing service. All the employees in the department were given an opportunity to submit a "wish

list" of features they would like to propose in the new PC system which they feel can increase the productivity of the system. The employees recommended three vital needs – an ability to track claims, include patient dental history in the system and general modernization of the claims processing system.

Resolution

The dental claims department started working with the information system (IS) department to custom develop a PC-based claims processing system taking into account the recommendations of the employees. If the IS team was unable to implement any of the proposals, they offered an explanation and offered an alternative solution. As a result of this whole initiative, the newly designed system offered various functionalities like scanning, batching, labeling, indexing capabilities and ability to track claims. Upper management was happy with this change and its successful implementation. They appreciated the design insights of the employees and ordered the formation of a steering committee that would look into the training aspects of the new system. The steering committee was also responsible for encouraging a bottom-up communication system so that the voices and ideas of the employees could easily reach the upper management.

Questions

a) With relevant examples, what was driving change at Good Health? (10 marks)
b) Using the case study, what enabled the organization to implement change? (10 marks)
c) Times of change call for new styles of leadership. Leadership that provides a clear overarching vision and focus particularly to organizations as they discard their traditional hierarchical structures in favour of leaner, flatter, boundary less forms. What leadership characteristics should organizations develop to encourage and sustain change?(10 marks)
d) With examples, how should the Human Resource Department in the case above, effectively manage the human aspect of implementing change? (10 marks)

SECTION B

Question 2

a) With relevant examples, explain how you can efficiently implement and manage change of technology in your organization(10 marks)
b) Organizations have to make strategic choices about how to respond to the change drivers. With relevant examples, explain the impact of change on organizations(10 marks)

Question three

a) With examples, discuss the nature of the neutral zone in managing change (10 marks)
b) Lewins (1952) developed a Theory of change. What should organizations do to rephreeze to ensure successful change? (10 marks)

Question four

a) How can change be managed so that it builds for a successful future, yet satisfies short term requirements too? (10 marks)

b) Why do change initiatives fail? (10 marks)

Question five

a) A job of today's managers involves helping an organization to cope with and shape the environment in which the organization operates. Describe the process which managers undertake in implementing organizational change (10 marks).

b) With relevant examples, discuss two classes of objectives managers want to achieve when implementing change(10 marks)

Question six

a) With relevant examples, discuss 5 assumptions of the Appreciative Approach (10 marks)

b) One of the best known models for assessing the degree of internal alignment between organizational elements is the McKinsey 7S formula devised by Tom Peters and Robert Waterman (1982). How relevant is the framework to change management? (10 marks)