

UNIVERSITY OF ESWATINI  
INSTITUTE OF POST-GRADUATE STUDIES  
DEPARTMENT OF BUSINESS ADMINISTRATION  
MAIN EXAMINATION 2019-2020

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TITLE OF PAPER: CHANGE MANAGEMENT

PROGRAMME AND SEMESTER: MBA SEMESTER III

COURSE CODE: BUS631

TIME ALLOWED: THREE (3) HOURS

**INSTRUCTIONS**

1. THIS PAPER CONSISTS OF SECTION (A) AND (B)
2. THE CASE STUDY IN 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 responses.

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

GOOD LUCK!!!

**SECTION A: Compulsory (40 Marks)**

**(Read the case and answer the questions that follow)**

**CASE: THE RESPONSIBILITY FOR HUMAN RESOURCE MANAGEMENT (HRM) IN ACHIEVING PEOPLE ALIGNMENT**

People alignment will to a great extent depend on variables such as the size of the organisation (in terms of resources-in particular Human Resources and indeed other relevant variables. For example, in very large organisations, many major changes are imperative given the contemporary organisational demands. Very large organisations with centralised structures will suffer if for instance staffing is done at the Head office. It is not surprising that staff may not be properly aligned with local needs and requirements. Further, such organisations may encounter a need to re-engineer their processes, leading to alternative staff alignment options as organisations strategically demand. The Human Resource Manager at the Head office may have to work closely with the other functional managers responsible for their functional areas. This is because the functional managers will know best about their needs including which elements of work may be suited for outsourcing. Consequently, the Human Resource Manager may provide ideas and table options- but the functional managers have to confirm that whatever is planned will provide an appropriate solution for their day to day responsibility of their operations.

The most fundamental issues when it comes to people alignment hinges on making sure that the organisation has the right calibre of people in right numbers and in rightful places whenever needed to drive appropriately the overarching organisational mission, vision and strategic objectives. Experience has shown that although Human Resource support staff may be indispensable members in fulfilment of this process but they ought not to be the official team leaders. Making functional managers responsible for the process creates the required ownership- after all; the planning is about the workforce they need to effectively execute their mandates. Thus, the key role for HRM staff is to coordinate the

process for effective streamlining and appropriate alignment with the organisational dynamics, challenges, risks, opportunities, and constraints.

A general approach acceptable is to include all affected by the process. In the Eswatini context for instance, it would be advisable to also include unions or other relevant employee representatives in the absence of unions. This could prove to be invaluable when the organisation is going through re-engineering or restructuring, which could often lead to plans to downsize some staff. Because Eswatini organisations are facing intensified competition, organisations are forced to do more with less as well as develop strategic alliances or social capital. This has serious implications for the workforce as they must be multitalented, with highly specialised skills becoming less relevant for the contemporary organisations. Inclusion of employee representatives is also essential because they may assist in the process of retrenchment and perhaps implementation of affirmative action measures to fulfil requirements of the changing composition of the workforce, hence in the process of alignment, the country's demographics becomes an important aspect that should be addressed as an integral part of workforce planning and people alignment.

Overall, it is important that the Business plan and long-term strategic goals determine the direction of the organisation as regards people alignment. Likewise, the nature of the organisation, structure systems, culture, technology and practices assume their part in the process. The active participation of all involved particularly functional managers will answer crucial questions as regards different aspects like tasks, job categories, and so forth. The efforts should be complemented with requisite budgets. This in its own could be a very costly. Therefore, top management must drive it, not only at the level of strategic thinking, but also in particular at the point of committing the necessary resources to execute the change plans. Thus, a more integrative perspective in the alignment process is highly recommended.

**Case Adapted from Swanepoel B.J.(2014), South African Human Resource Management Theory and Practice, 5<sup>th</sup> Ed.Pp.273-275**

**Question 1 Case questions**

- a. What are the major variables that have precipitated the need for change and that of people alignment? **(10 marks)**
- b. How can you facilitate effective alignment in response to the variables identified in a. above **(10 marks)**
- c. Why an integrative perspective is highly recommended in the alignment process? In the integrative perspective, clearly define the important role and challenges likely to be encountered from the functional area managers and union representatives. **(10 marks)**
- d. What are the proposed recommendations to counteract the Challenges in C. above? **(10 marks)**

**SECTION B: (Answer any 3 questions from this section)****Question 2**

Change management is an imperative for all practicing organisations. Critically evaluate this statement by practically illustrating arguments for the case in your organisational context and challenges thereof. **(20 marks)**

**Question 3**

To effectively plan for change, there are critical questions that you have to ask yourself in developing the change management programme. Please advise of the key questions that change management agents have to answer in their plans and how to effectively address them. You will have to provide at least ten questions and responses to the questions. **(20 marks)**

**Question 4**

Contemporary leaders are facing immense challenges because of the dynamism and complexities at which change is taking place. What are the leadership attributes best suited for someone that you think should effectively lead our countries or organisations? (Indicate contemporary leadership strategies. (These should be deduced from John C. Maxwell Leadership Article circulated on the subject). **(20 marks)**

**Question 5**

"The change management process"... is the process of requesting, determining attainability, planning, implementing, and evaluating of changes to a system. Its main goals are to support the processing and traceability of changes to an interconnected set of factors" (Wikipedia). With the use of a Diagram, discuss the process. In the process of the discussion, provide practical illustration of any practicing organisation that you familiar with. **(20 marks)**

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