

UNIVERSITY OF ESWATINI
FACULTY OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION
MAIN EXAMINATION

ACADEMIC YEAR 2020/2021

TITLE OF PAPER: Change Management

DEGREE AND YEAR: Bachelor of Commerce IV

COURSE NUMBER: BUS434

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**Software Implementation: Guide to a Successful Rollout**

Companies are losing billions of dollars every year because of software implementations that have gone wrong, but most of those dollars could have been saved by taking the time to plan out the process in advance.

For example, in mid-2019, fashion brand ASOS revealed to their investors that an implementation issue with their warehouse management software cost the company at least \$25 million. They had performed a sizeable overhaul on their software, and massive complications resulted in inventory counting errors and items not being included in packages.

No matter the size of your company, software implementation is a challenging task that requires careful planning and execution. Even the best software will fail without proper testing, evaluation, and change management – so it is crucial to have a thorough plan before you begin the process.

- a. Discuss what is software implementation , give practical illustrations? (10 mark)
- b. Why it is necessary to make such changes and why it is a challenging task?(10 marks)
- c. Use the Four Ps of change to tackle the challenges (20 marks)

Project: State the change you have in mind.

Purpose: What do you aim to achieve via this change?

Particulars: What are the change enablers for this process? Discuss the tools, training, and strategy for this change implementation.

People: Identify the impacted stakeholders and how their roles will change.

Total

40 marks

SECTION B

(Answer any three (3) questions)

Question 2

Whenever initiating change, often structural and organisational design interventions are an imperative. What are the change interventions that you would propose and for what impact? (20 marks)

Question 3

"You are the manager of a college IT department, in charge of providing student, staff and faculty support in all IT areas, including computer labs, email, smart classrooms, and specialized needs. The college just announced a 40% cut in the budget for next year and has asked you to implement staff and equipment reductions. You and your staff take pride in the level of customer service and communication you have been able to establish".

As the manager, how would you effectively handle the situation? (20 marks)

Question 4

- a. Why do you think all organisations at some point in time need to change? 10 marks)
- b. Which model would you propose for UNESWA to effectively institute change? Please provide your rationale for the chosen approach(10 marks)

Question 5

"No matter how impressive the change strategy, the implementation quality depends on the middle and lower-level management and employees. Hence, it is important to deal with the behavioural aspects of the implementers". Discuss how the organisation can effectively deal with the behavioural aspects for positive impact on change. (20 marks)

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