



MANICALAND STATE UNIVERSITY OF APPLIED SCIENCES

FACULTY OF AGRIBUSINESS AND COMMERCE

DEPARTMENT OF APPLIED BUSINESS SCIENCES

CHANGE MANAGEMENT

MODULE CODE: BMAN 412

SESSIONAL EXAMINATIONS

DECEMBER 2023

DURATION: 3 HOURS

EXAMINER: MR MAKIWA

INSTRUCTIONS

- 1. Answer all questions in Section A and any three questions in Section B.*
 - 2. Section A carries 40 marks whilst Section B carries 60 marks.*
 - 3. Total marks 100.*
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SECTION A: COMPULSORY

(Answer all questions in this section. Section A carries 40 marks)

Read the following questions and answer the following questions

Question 1

The Organisation

The organisation is a commercial laundry located in an Australian capital city, and has been in operation since 1889. It is owned by a religious organisation and is a not-for-profit entity. It provides employment for individuals with intellectual disabilities referred from a government agency. These employees are referred to as “business service employees” within the organisation, however the organisation also has what they refer to as “mainstream” staff; those who are not employed through the agency but directly from the general population. The organisation employs approximately 140 mainstream staff (some part time and a small number of casuals) and 38 business service employees. All interviews for this study were conducted with mainstream employees to ensure informed consent could be gained. The organisation keeps no official labour turnover figures, however the Human Resources Manager reported that there are a large number of long term employees particularly at the operational level. At the management level however, there have been significant changes recently with the introduction of a new General Manager and appointment of a new senior management team. These major changes were instigated by the governing body, because of concerns with the ongoing viability of the organisation.

The new General Manager was employed with the mandate of analysing the business and identifying whether it was possible to salvage the business given the operational losses being incurred. In addition, the operation was encountering issues of variable

quality, process bottlenecks and as a result, client dissatisfaction. As a result of this mandate to review the organisation, following a thorough analysis of the operation, the General Manager implemented a change in organisational structure and accompanying roles and responsibilities to more effectively ensure ownership of processes; in essence, a change in culture. The implementation of a new roster system based upon input and feedback from staff transferred the laundry to seven day operations and has proved successful in addressing issues of throughput. In the context of these changes, interviews were conducted with four participants; two in supervisory positions and two in operational positions. In their interviews, they provided information not only about the changes made in relation to the roster system and changed roles and responsibilities of the supervisors, but their comments also highlighted the way they came to terms with a new culture in the organisation as a result of changed leadership.

The fact that previous General Managers were knowledgeable in the processes and operations of a commercial laundry, whereas the new General Manager had more of a marketing and business focus, had a significant impact on the culture of the organisation. The supervisors were also being encouraged to take more of a leadership role and were given substantially more operational information than previously. For example, they mentioned now understanding operational outcomes such as output per operator hour and how that has been positively impacted by the change in roster, and is a direct reflection of the changes made to how they as supervisors staff the operation. Hence, not only can the data be looked at in terms of operational changes, but can also be analysed in terms of changes relating to changing organisational culture, leadership styles and management expectations.

Required:

- a) According to the case, what is change management (5 marks)
- b) Discuss the advantages of the change management for the above organisation.

- (15 marks)
- c) Support the changes which were made for the organisation (10 marks)
- d) Suggest and explain ways which the general manager could have used to ensure that change is accepted. (10 marks)

[Total 40 Marks]

SECTION B

*(Answer any **three (3) questions** from this section. Each question carries 20 marks)*

Question 2

Critically analyse how the Johari Window model can be used during implementation of change by managers. (20 marks)

Question 3

Advise Makiwa investment on whether to choose an external change or internal change agent. Support your answer with practical examples. (20 marks)

Question 4

Using an organisation of your choice, evaluate the factors which hinders the successful implementation of change. (20 marks)

Question 5

As much as change is important to organisational survival and growth, analyse why change can be disruptive to organisational growth. Use examples. (20 marks)

Question 6

Using Kotter's 8 steps, discuss how change can be implemented in an organisation of your choice. (20 marks)

END OF EXAMINATION