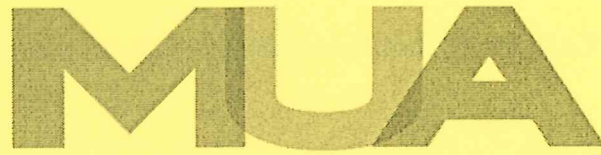


The
Management
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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

**DEGREE OF MASTER OF MANAGEMENT AND LEADERSHIP/
MASTER OF BUSINESS ADMINISTRATION**

SMO 503: CHANGE MANAGEMENT STRATEGY

DATE: 30th March 2022

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

PICK-N-SAVE

In 2010, Tholang Consultants, a consortium owned by three Consultants with vast experience in the retail industry, opened their first supermarket, Pick-n-Save in Mahikeng, in what would become a chain of franchised supermarkets. Altogether they have an average experience of 20 years in the retail industry, have been exposed to supervisory and management positions in various sections such as fresh foods, bakery, butchery, and dry foods and felt they are well-experienced to start their own supermarket and turn it into franchises at a later stage.

Pick-n-Save was due to open on the 1st of November 2010 and as it was in the CBD of the City of Goodwill, they had enough 'foot traffic'. They placed the following advertisement in the local newspaper, 'The Mail' and on the shop's windows on the 15th September 2010:

Pick-n-Save Store will open on 1 November 2010!!!!Staff required:

- Shelf packers
- Butchery block man
- Bakers
- Cashiers
- Store men
- Fresh produce assistants

Apply within or phone 072 883 8989 / 072 883 9095 /

072 883 9098 before 25 September 2011 if you are interested in one of the above positions.

Alternatively, send your cv to the following address:
tholang.consultans@gmail.com.

From that time, the Consultants became busy getting stock ordered, shelves installed, arranging the refrigerators, getting the bakery and butchery equipment

installed, the points of sale in order and working. Hundreds of people phoned them through the contact numbers provided in the advertisement. Some sent their curriculum vitae through e-mails whilst the others dropped their curriculum vitae at the store. They thought it would be good enough to take the applicants' telephone numbers and names because they promised to get back to them.

As the opening day drew nearer, they became very busy in the store with all the preparations. One morning, one of the Consultants realized it was the 1st of October 2010 and they had not phoned any of the applicants back to arrange an interview.

At random, they chose a few numbers, phoned the applicants, and arranged the interviews for the following day. They estimated the amount of employees for each position and were extremely lucky to fill all the vacancies.

The 1st of November arrived and the doors were opened for business. Most of the newly appointed staff reported an hour earlier as was requested by the Consultants. Before the end of the first week, the Consultants realized that they had severe employment and performance problems in the business.

The first complaints were from the cashiers about the long hours of work and there were no relief staff. One of the shelf packers mentioned that there were very few previously disadvantaged people employed. This rumor spread like wildfire throughout the supermarket and customers started to complain about the poor quality of the products from the bakery. They also had complaints about the quality of the meat and the packaging, the long queues and the rudeness of the cashiers and shelf packers. This resulted in a sharp decline in sales and profits by the end of the second month of business operation whilst on the other hand, the rate of absenteeism, late coming and theft increased. They were forced to dismiss some of the employees who in turn, took them to the CCMA for unfair dismissals. They also started to experience a huge exodus of employees by the end of the third month, complaining about work overload, long and irregular working hours without provision for transport after work and overtime pay, placement in positions to perform functions that they are not trained in and expected to perform optimally,

lack of induction, etc. Their HR Manager, who obtained a certificate in Personnel Management in 1998 and have never functioned in a human resource environment also resigned.

The Consultants had a meeting to reflect on the business operations and people management challenges and agreed that there are problems with the manner with which they brought in the employees to fill critical positions in the supermarket- there was no proper planning at all .They admitted that their downfall was in thinking that they can do everything and have come to realize that they do not have expertise in some strategic business processes, including the recruitment and selection processes. They, therefore, need help!

Adapted From Julie Amparano Lopez, "Some Firms leaves a lot to be Desired" in." The Wall Street Journal, August 5, 1992, Dow Jones & Company, Inc.

Required:

- a. Design and propose the steps Pick-n-Save should follow to facilitate people alignment to the impending change. **(15marks)**
- b. Assume that Pick-n-Save has employed you as the Change Manager, assess the theories of change would you recommend for consideration as the organization tries to adapt to different circumstances over time in its endeavor to attract and retain the best talent whilst improving business performance and competitiveness? **(15marks)**

QUESTION TWO

- a. Analyze charismatic leadership in change management **(8 marks)**
- b. Using relevant examples, demonstrate the various considerations when deciding whether to appoint a change manager **(7Marks)**

QUESTION THREE

- a. Using relevant examples asses, the causes of employee resistance to change **(8 marks)**

- b. Critique the negative impact of change on employees in organizations. (7 marks)

QUESTION FOUR

- a. With the use of examples, illustrate how you could manage employee resistance to change in your organization (8 marks)
- b. "The Only Constant in Life Is Change." - Heraclitus 500BC thus evaluate key Benefits of Organizational Development (7 marks)

