

# MNG2602 STUDY GUIDE SOLUTION

## LEARNING UNIT 2: MANAGING ORGANISATIONAL CHANGE AND NEGOTIATION

### CROSSWORD

#### **Across:**

3. Refreeze
6. Stability
7. Internal

#### **Down:**

1. Reactive
2. Inertia
4. Education
5. Structural

### CASE STUDY QUESTIONS

#### **1. What forces of change are at play?**

Internal forces

Staff moral

High staff turnover

Performance Level

The new legislation is only the vehicle through which management became aware of the necessity of change.

**2. What are the dimensions of the pending changes to the work conditions of first line managers?**

The changes are:

Planned (PROCESS): Management has decided to make a change, due to internal problems that were identified.

Incremental (SCOPE): one problem at a time

Continuous (PACE): a series of uninterrupted adjustments

Top down (SOURCE): Management has decided to make a change

**3. Identify and classify the barriers to change evident in the case study.**

Individual barriers to change, namely perceived threat to self-interest and a lack of trust.

**4. Identify and categorise the method used by management to overcome the resistance to change.**

When fear and anxiety are the cause of the resistance to change, Facilitation and Support would be the best methods to address the resistance. Top management at Serco facilitates open conversation with its first line managers by appointing management consultants to address their fear.

**5. On what area did the change focus?**

The focus of the change was in the area of changing people. By empowering line-managers to be better leader's management was able to address the issue of a high turnover of first line managers, identified in the report.