

As1

by Paige Louise Harris

FILE	1543_PAIGE_LOUISE_HARRIS_AS1_72569_1387730868.DOCX (192.88K)		
TIME SUBMITTED	11-JAN-2018 05:34 PM (UTC+0000)	WORD COUNT	2688
SUBMISSION ID	81485468	CHARACTER COUNT	17447

**Managing People & Change
(M6X01102)**

**Assignment 1
Change Management**

Paige Harris

**B.Sc. Business Information
Technology**

Thursday 11th January 2018

Contents

Change, Organisational Change and Change Management	3
What is Change?	3
What is Organisational Change?	3
What is Change Management?	3
Organisational Change Example	4
“Morrisons supermarket introducing the ‘scan as you shop’ technology to their stores”	4
Introduction to ‘Scan as You Shop’ Technology	4
How does it work?	4
Club Card vs Morrisons Match and more Card	4
Internal and External Change Factors	5
Internal Factors	5
External Factors	5
Political Legal	5
Ethical Trading Policy	5
Economic Influences	6
Social-Cultural	6
Technological	7
Using Lewin’s Force-field Analysis	8
Change Management Theories	9
Lewin’s Freeze Phase Model	9
Contemporary Leadership and Management	10
Inspirational Leadership	10
Visionary Leadership	10
Transformational Leadership	10
Conclusion	11
Bibliography	12

Change, Organisational Change and Change Management

What is Change?

Change is a necessity to a business in order to keep up with the new technologies that are constantly being introduced. If businesses did not keep up with one another then there is a chance that sales might decrease. Drivers for change within a business can include the competition (e.g. other supermarkets), new technological advancements that can be used to improve a business and the demands in which customers are now expecting from a store.

What is Organisational Change?

"Organisational change is about reviewing and modifying management structures and business processes. Small businesses must adapt to survive against bigger competitors and grow." [1] Business needs to adapt and evolve in order to keep up with competition, they should be looking at what other companies are doing and researching into how they can implement this to their own business. For example Tesco's 'Scan as you Shop' technology can be used across many supermarkets and other stores such as clothing and cosmetics however, this is only being used within certain Tesco stores at the moment.

What is Change Management?

Change management is used to inform a business how to go about making a change. It helps the business with a structured plan on what decisions and actions need to be implemented and when. "Change management is the discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes." [2] It helps the business move, integrating changes to the business including changes within the technology until the business has met its desired state. "Change management is a structured approach to moving an organisation from the current state to the desired future state." [3]

Organisational Change Example

“Morrisons supermarket introducing the ‘scan as you shop’ technology to their stores”

Introduction to ‘Scan as You Shop’ Technology

Tesco’s are currently the only UK supermarket to implement this technology. If Morrisons were to implement it to their stores they it could bring more customers to their store and also have more customers join their Morrisons Match and more card.

How does it work?

They do this by having their clubcard members to sign in using their clubcard and then selecting a scanner. They also have an app available where customers are able to sign into their clubcard by using the camera on their phone to scan the barcode on the clubcard or by manually typing in the clubcard number. The customer must then sign into the store they are shopping at by scanning the barcode near the entrance to the store. The customer is then required to scan all items they intend to purchase using their mobile phone's camera. This allows customers to track how much they have spent and also allow them to pack as they shop, saving time. Once the customer is ready to pay for their items, they must head to the scan as you shop checkout, scan the till they use and all of their purchases will sync to that till where the customer can then pay. Occasionally service checks will take place where a member of staff will check that certain items in your shopping have been scanned and sometimes the assistant may be required to re-scan all of the shopping.

Club Card vs Morrisons Match and more Card

Both loyalty cards are similar in what they offer their users, as can be seen below;

The Tesco Clubcard offers 1 point per £1 spent in store and online, and 1 point per £2 spent on fuel. For every 500 points the customer earns, they will receive a £5 voucher which can either be spent in store as is, or can be ‘boosted’ for other rewards.

Morrisons card offers customers 5 points per litre of fuel, 5 points per £1 spent in store, and 25 points for every £1 spent. Once the match and more customer has earned 5000 points they will receive a £5 voucher.

Overall both loyalty cards even out to the same points scheme, meaning even though the Morrisons card sounds as though it is giving the users more it has a higher target to meet in order to get the rewards.

Internal and External Change Factors

Internal Factors

"The internal environment includes those factors over which the business has some degree of control, such as products, location, resources, management and business culture." [4]

There are many internal factors that Morrisons would need to consider when making the decision to implement the scan as you shop technology. They should look into their stores and whether or not all they will be implementing it to all of their stores or only their larger ones in the hope it will reduce queues. They might want to consider only implementing this technology to the stores which are making the most profit, this will make the decision to install the technology easier as that store will have more profit, more money to spend on improving the store. They should also look into the location of the store, consider other stores that surround it or are of close proximity. Do the stores surrounding it bring more customers in than the Morrisons store? Is this a chance to encourage customers to go to Morrisons? Morrisons should also consider if they would want to just allow customers to use the technology using their smartphone, or to have specific technology in place, such as the Tesco handheld scanners, they should look into the costs of both options and weigh up the pros and cons of this decision. Tesco's use both, this gives a range on customers the opportunity to use the technology, broadening their customer base. It would be beneficial if Morrisons were to decide to implement both handheld scanners and the App for mobile phones. They should also consider the staffing issues that this new technology might have on them, by having more self-service checkouts means that less cashiers are needed. There will need to be training for staff on how to use the new technology so they are able to help any customers with any queries. Some staff will also need to be trained to use the self-service till points again to help any customers with any issues. Even though some cashiers might be lost in order to place more self-service checkouts within the store, these members of staff can be transferred onto the self-service till points as helpers on there.

External Factors

"Various external factors can impact the ability of a business or investment to achieve its strategic goals and objectives. These external factors might include competition; social, legal and technological changes, and the economic and political environment." [5]

By using a PEST analysis to look into the external factors which will contribute to the decision whether or not to go ahead with the new technology.

Political Legal

The political legal side of the PEST analysis relates to the government's stability, taxation, and spending. It also looks at the legal and ethical issues related to the company, these may include

Ethical Trading Policy

"Morrisons Ethical Trading Policy sets out the standards that we expect to be in place throughout our supply chain..."

1. Employment is freely chosen
2. Freedom of association and the right to collective bargaining are respected
3. Working conditions are safe and hygienic
4. Child labour shall not be used
5. Remuneration
6. Working hours are not excessive

7. No discrimination is practised
8. Regular employment is provided
9. No harsh or inhumane treatment is allowed"
10. Entitlement to work
11. Labour Providers
12. Environment" [6]

Economic Influences

Economic factors that may affect Morrisons can include inflation, interest rates and unemployment.

Morrisons Key Competitors

There are many different supermarkets around, leaving lots of choice for potential customers. Here is a list of all of the other potential supermarkets a customer could choose;

1. Tesco
2. Sainsbury's
3. Asda
4. Marks and Spencer
5. Aldi
6. Lidl
7. Waitrose
8. Iceland

However, not all of these stores will be available for everybody, for example, customers may rely on buses or walking distance to stores. At the moment, Tesco is the only Supermarket which offers the 'Scan as You Shop' technology and is the most popular loyalty card for the supermarkets.

Morrisons should also consider the effects it will have on staffing, unemployment issues could occur as many cashiers will not be needed as more self-service till points will be put into place.

Social-Cultural

Social-Cultural effects that could influence Morrisons' decision could include demographics, education and income distribution. "Demographics are characteristics of a population. Characteristics such as race, ethnicity, gender, age, education, profession, occupation, income level, and marital status," [7] Morrisons should consider the population around their stores, if the store is surrounded by a high population, where they have an opportunity to encourage more customers to come into the store by advertising the new technology they will have in place, then Morrisons should consider installing this technology to that store. They should also consider the age of their main target customer in a stores certain area. If the main target customers is the older generation then perhaps consider not implementing the new technology to that store as customers there are less likely to use it. However is the stores is located next to a student village then students are more likely to use 'Scan as you Shop' as they might want to see how much they are spending as they walk throughout the store. Morrisons also offers student benefits with their Match and More card, this again is encouraging for new customers.

Technological

Technological effects that could influence Morrisons' choices, may include new innovations or developments and rates of obsolescence. The proposed change is a technological advance to the business, it will cost a hefty amount in order to implement it to nearly all 500 of their supermarkets across the UK. Morrisons should implement this technology as Tesco have been using it since 2012 where they installed it to 200 stores throughout the UK and later introduces a further 100 stores by the end of 2014. Morrisons would be the second supermarket to implement this technology to their stores, keeping them marginally up-to-date.

Using Lewin's Force-field Analysis

Lewin's force-field analysis has many purposes when it comes weighing up the reasons for and against implementing a change within a business.

It helps a business decide on forces for and against and also how important these forces are by using numbers.

- Investigate the balance of power involved in an issue
- Identify the key stakeholders on the issue
- Identify opponents and allies
- Identify how to influence the target groups

Forces working for change		Morrisons implementing their Scan as you Shop system	Forces working against change	
4	Customers want quicker ways to shop.		3	Loss of staff working at till points
3	Improving speed of sales (i.e. less queues)		2	Customer concerns • Theft • Accidentally not scanning an item • Not being able to use the new tech
3	New technologies might bring new customers			
1	New 'Match and More' card members		2	Cost of Production of new technologies (training and development)

Change Management Theories

A change management theory is a plan in which a business can opt to follow when implementing a changing within the organisation. By following one of the change management strategies a business is able to easily see which way forward to go and what steps need to be taken and when.

There are many different types of change management theories, leaving business a wide range of options to go for when finally deciding to go ahead with change. These change management theories include;

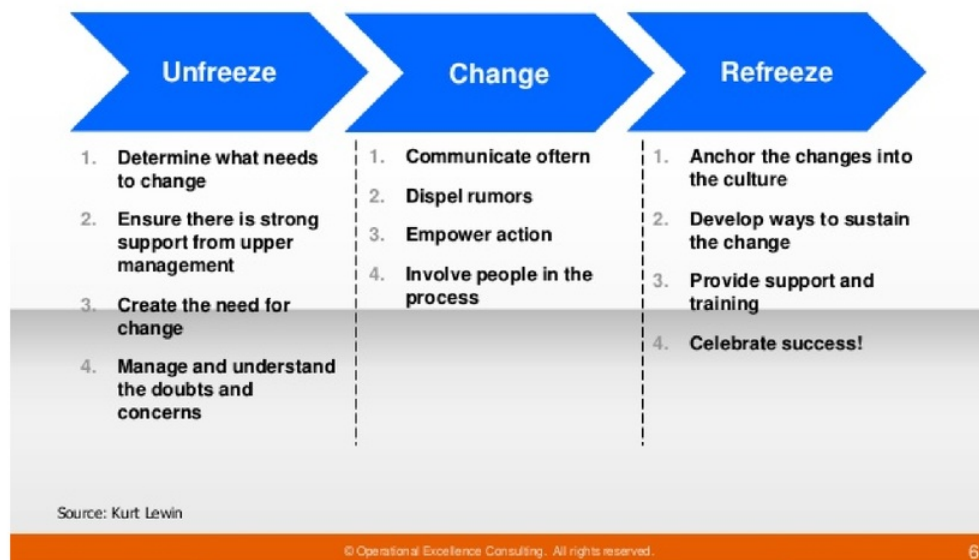
- Lewin's Freeze Phase Model
- John Kotter's 8-step Change Model
- Kubler-Ross model
- The Change Roller Coaster Model
- Christine Longaker's 4-step Change Model

Lewin's Freeze Phase Model

In this instance, for Morrisons to implement the changes to the stores and add the new technologies to the business, using Lewis Freeze Phase Model is the best option. This change model has plenty of communication, ensuring that all members of staff are fully understanding of the proposed changes and they also being listened to by stage 4 of the Unfreeze stage, where the business is the manage and understand the doubt and concerns. Also within the change stage, all rumours should be dispelled. The Model can be seen in the diagram below.

Lewin's Three Stage Change Process – Practical Steps

Lewin's Change Model



Contemporary Leadership and Management

When choosing how a business intends to manage how they will go about the proposed change, they should look into how they will lead and manage the staff members as well as the task in hand. There are many different type of leadership and management strategies that can be followed, and a business has plenty of flexibility when choosing which one to use.

Examples are;

- Inspirational Leadership
- Visionary Leadership
- Transformational Leadership

Inspirational Leadership

"Inspirational Leadership is about energizing and creating a sense of direction and purpose for employees and excitement and momentum for change... It includes offering clarity around goals and objectives and ensuring that those who are led work collaboratively towards a shared purpose." [9] If Morrisons were to use the Inspirational Leadership approach then they will mainly be focusing on the positive side of the change and therefore encouraging their staff to see the benefits that it might bring to the stores. Again this leadership approach encourages a lot of communication throughout the business, ensuring that all members of staff and fully understanding of the proposed changes.

Visionary Leadership

"The leader is inspiring in vision, and helps others to see how they can contribute to this vision; allowing the leader and followers to move together towards a shared view of the future." [10]

Transformational Leadership

"...causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. Enacted in its authentic form, transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms." [11]

Conclusion

In conclusion, Morrisons should begin to make the change of adding the 'Scan as you Shop' technology by first looking deeper into the internal and external influences and then using Lewin's Force-field Analysis to weigh up the forces which are working for and the forces that are working against the desired change. They should then consider using Lewin's Freeze Phase Model, following the steps to complete the change. And throughout all this Morrisons should use the Inspirational Leadership technique.

Bibliography

- [1] "What Is the Meaning of Organizational Change?," smallbusiness, [Online]. Available: <http://smallbusiness.chron.com/meaning-organizational-change-35131.html>. [Accessed 11 01 2018].
- [2] "ORGANIZATIONS DO NOT CHANGE, PEOPLE DO.," 12 10 2017. [Online]. Available: <https://www.prosci.com/change-management/what-is-change-management> .
- [3] "Change management," 12 10 2017. [Online]. Available: <https://www.apm.org.uk/body-of-knowledge/delivery/scope-management/change-management/> .
- [4] "Influences in the business," wiley, [Online]. Available: https://www.wiley.com/legacy/Australia/PageProofs/BSIA/BSIA_Prelim_c03web.pdf. [Accessed 10 01 2018].
- [5] "External Factors," businessdictionary, [Online]. Available: <http://www.businessdictionary.com/definition/external-factors.html>. [Accessed 19 10 2017].
- [6] "Morrisons-Ethical-Trading-Policy," Morrisons, [Online]. Available: <https://your.morrisons.com/Documents/corporate-responsibility/Morrisons-Ethical-Trading-Policy-October-2015.pdf>. [Accessed 10 01 2018].
- [7] "Depographics," snapsurveys, [Online]. Available: <https://www.snapsurveys.com/blog/demographics-questions-surveys/>. [Accessed 11 01 2018].
- [8] pinimg, [Online]. Available: <https://i.pinimg.com/originals/8f/a4/33/8fa433df7016223fa9b5ff5cbdc3580e.jpg>. [Accessed 19 10 2017].
- [9] "Inspirational leadership (core competency)," NRC, [Online]. Available: https://www.nrc-cnrc.gc.ca/eng/careers/behavioural_competencies/mg_inspirational_leadership.html. [Accessed 11 01 2018].
- [10] "Visionary Leadership," money zine, [Online]. Available: <https://www.money-zine.com/definitions/career-dictionary/visionary-leadership-style/>. [Accessed 11 01 2018].
- [11] "Transformational leadership," langston, [Online]. Available: <https://www.langston.edu/sites/default/files/basic-content-files/TransformationalLeadership.pdf>. [Accessed 11 01 2018].
- [12] "Internal Factors," wiley, [Online]. Available: http://www.wiley.com/legacy/Australia/PageProofs/BSIA/BSIA_Prelim_c03web.pdf. [Accessed 19 10 2017].

FINAL GRADE

GENERAL COMMENTS

Instructor

64/100

PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10

PAGE 11

PAGE 12

GRADING FORM: UWT SD GRADING FORM

PAIGE LOUISE HARRIS

64

1. RESEARCH LITERATURE

Extent of research and/or own reading, selection of credible sources,

application of appropriate referencing conventions.



+ Some good evidence of citations to support some areas, - could be extended to all areas. + Well formatted reference list that includes some good credible sources. Good. - could be extended to include several more sources to support certain areas of the report.

13

2. KNOWLEDGE AND UNDERSTANDING

Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.



+/- Introduction defines key concepts, with some good definitions. - could be enhanced in places with additional research/citations and proof reading. + Pest analysis. +/- 1 CM theory partly reviewed. - Additional CM theories could be evaluated to enhance this section of the report. + Good review of contemporary Lead./Man. styles.

12

3. ANALYSIS

Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence.



+ Good analysis and identification of internal drives. + Good use of a PEST Analysis to identify external change drivers. - Some additional research could include some more specific examples related to the change scenario such as Waitrose new technologies, Amazon Go / buttons and perhaps some statistics e.g use of mobile devices to support current trends.

13

4. PRACTICAL APPLICATION

Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve problems.



+ Good introduction to the Case. + L-FFA mostly complete. - no totals or text review of the illustration. + Conclusion / recommendation suggest a relevant change strategy.

13

5. PROFESSIONAL PRACTICE

Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.



+ Good report structure. - Presentation could be improved by numbering report sections and including these within the TOC. - Proof read before submission to reduce grammar/spelling errors.

13