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Question 2

For an organisation to be successful, it must be adaptable. Change must be responded to effectively to improve, update and innovate the business.

External factors can prompt change within an organisation;

- Economically, the market can change leading to a business cutting cost and becoming more cost effective.
- Politically, things can affect taxes and trading, forcing companies to limit their sales and consider their affects on profitability.
- Social changes can influence customers, determine workforce and businesses must adapt to be successful.
- One of the largest influences of change are competitors; companies must compete globally with other companies. Their product or service must stand out and appeal to

customers.

For Arachne Ltd to implement a modern and effective SAP software system to manage stocks and cost, a large number of positive change criteria will be met. Making Arachne Ltd more competitive given the change is successful.

With better, more able technology now available to organisations it is imperative get systems update. With an improved budgeting process the following advantages will be granted:

- Less time wasted by employees with a faster system.
- Online systems all better access; people can work from different offices or even at home.
- Money will be saved through more available man hours, which can be spent on developing other improvements.
- More advanced systems can provide better information such as predictions for budgets, ~~identify~~ identifying overspends to ultimately save more money.
- Using less paper systems will lower the companies carbon footprint.
- The organisation will become less reliant on people, making them less vulnerable.

For this change to be successful, it must be managed and correctly implemented.

Change management is important to eliminate negative rumors, minimise disruption and boost morale to make the vision clear and attractive to workers.

As ~~an external~~ a new member of the team the following considerations have been made:

- While I provide a fresh pair of eyes and have no bias, I recognise that I have little experience working in the area.
- The changes will be implemented considering the companies current goals, strengths + weaknesses, giving a holistic view over the process.

It must be highlighted that given that some staff members are unfamiliar with computer systems, there may be some resistance to change.

Resisting change is natural for staff so we must be prepared for this and manage the situation effectively.

On an individual level the reasons for opposing change can vary according to personal agenda. Below I have listed some possible reasons with potential solutions:

Reason	Solution
Habit	Provide effective training
Not being consulting	Involve the workforce in decision making session.
Fear	Provide Q and A sessions to provide clarity
May think it's more work	Show tutorials of how the process works
Selective information received	Ensure the vision is clear.

I have considered a study by Mannigan (2008) discussing people's reluctance to change, and minimised the possibilities where possible. We must provide clear information on the following 5 topics, keeping them the same where possible.

1. Security
2. Competence
3. Relationships
4. Territory
5. Direction.

(5)

I propose we adapt the follow theories below and utilise them where possible to implement a smooth change.

• Lewin's 3 step behaviour

unfreeze existing behaviour → Change to new behaviour → Re-freeze new behaviour.

• Lewin's ForceField Analysis

Consider factors like cost, benefits, risks and time to identify advantages and disadvantages of the change. This will allow use to strengthen strengths and eliminate/minimise weaknesses.

Some resistance will be inevitable so I have devised a few different approaches to overcome resistance and when to use them:

Approach	When to use it
Communicate and Educate	When a change is too technical and staff are ~~at~~ finding it difficult to understand.

Participate

When people need to feel involved.

Negotiate

When people are in a position of power to negatively effect change

Management support

When more than one facility is involved or affected by the change

Also finally I have ~~a~~ considered qualities that an effective change manager should have to implement the change smoothly:

- Empathetic
- Patient
- Uses open language
- Assuring
- Enquiring
- ~~Impo~~ Informative
- Participating
- Plans ahead
- Relatable.

Question 3

As a shift production manager, noticing high amounts of absenteeism suggests that the workforce is unmotivated.

While starting training, I have identified motivation as a key aspect of ~~my~~ my training strategy ~~to~~ to reduce this in future. 3 Motivational ~~theories~~ theories have been considered:

Maslow's Triangle of Needs

Abramam Maslow categorised human need and stated that the needs lower down must be ~~met~~ met before people attend to needs higher up.

- ⑤ Self Actualisation
to achieve full potential
- ④ Esteem Needs like accomplishment
- ③ Belongingness through relationships
- ② Safety Needs like security
- ① Physiological needs such as food, water, warmth, rest

• Herzberg's 2 factor Theory

Herzberg stated that there are two contributors to defining a person's motivation, hygiene factor cause job dissatisfaction and Motivators causing job satisfaction.

It's important to keep maximum motivators and minimum hygiene factors to increase motivation within the workforce.

• Expectation Theory

This theory states that an employee is motivated where there is positive correlation between effort and performance. Favourable performance resulting in a ~~fav~~ desirable reward.

I'm hoping that by motivating my staff, their resistance to change will be minimal.

I have also considered a number of different leadership strategies to implement the training in the most effective way.

Leadership is important to empower workers, delegate roles correctly.

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Motivate the team and deliver training.

A leader is different to a manager in a way that they must inspire their team, putting more emphasis on good people skills.

A good leader must be optimistic, fair, diplomatic, a team player and a focused

As leadership strategies change I want to focus more on a Democratic method, I have considered the group and decided to involve them in the decision making, involving them more to minimise conflict, predict issues and have a happy workforce.

I will use elements of the trait's approach by using my leadership skills as well as building on these skills, ~~as~~ adapting them to the situation (considering the functional approach).

I have researched a number of contingency models to plan the training sessions in advance.

I have considered the following methods:

• Vroom and Yetton

A decision making model was used to determine my democratic style of leadership going forward. I have decided to use group feedback to implement the best possible training plan. This is a Consultative (C2) method according to the theory.

• Fiedler

This study states that no-one style of leadership is superior so I will adapt my skills using an analysis of the situation.

• Yukl

I have decided that transformational leadership is very effective and will adopt the following traits:

- * Leading by example
- * Loyal
- * Motivational
- * Optimism
- * Trust
- * Empowerment.

I hope to use an inspirational leadership style, with long term views

to create a good training climate.
I aim to learn from mistakes,
asking everyone to work together,
committing to the shared objectives.

Question 4

(2)

A work breakdown structure is a deliverable break down of a project into smaller more manageable steps.

They can be organised via Activities, departments or phases of time.
For this project I have decided to use activities as this will be more effective.

For the critical path analysis the duration of activities must be estimated, and any dependency tasks must be identified.

Tasks in the critical path will change the time of the entire project if they are delayed or brought forward.

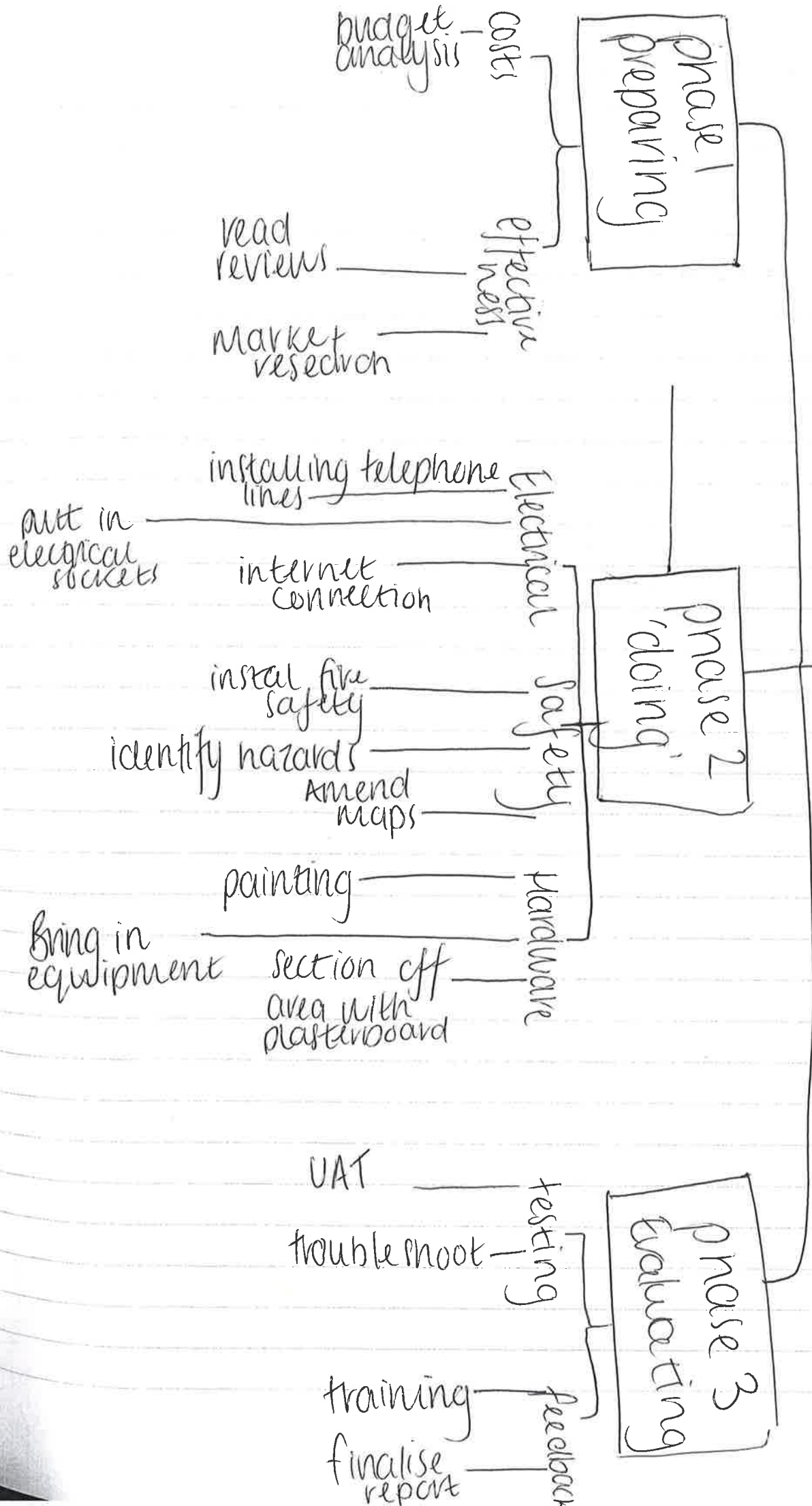
Activity	Duration (Days)	Dependencies
A Budget Analysis	10	/
B Read Reviews	2	/
C Market Research	5	/
D install telephone lines	1	A, B, C
E put in sockets	2	A, B, C
F internet	2	A, B, C
G fire safety	3	E
H identify hazards	1	G

I	Amend floor plan	1	D
J	painting	2	F
K	equipment	1	H
L	section off	1	H
M	UAT	7	A-M
N	trouble shoot	20	A-M
O	training	20	A-M
P	Report	5	M, N, O

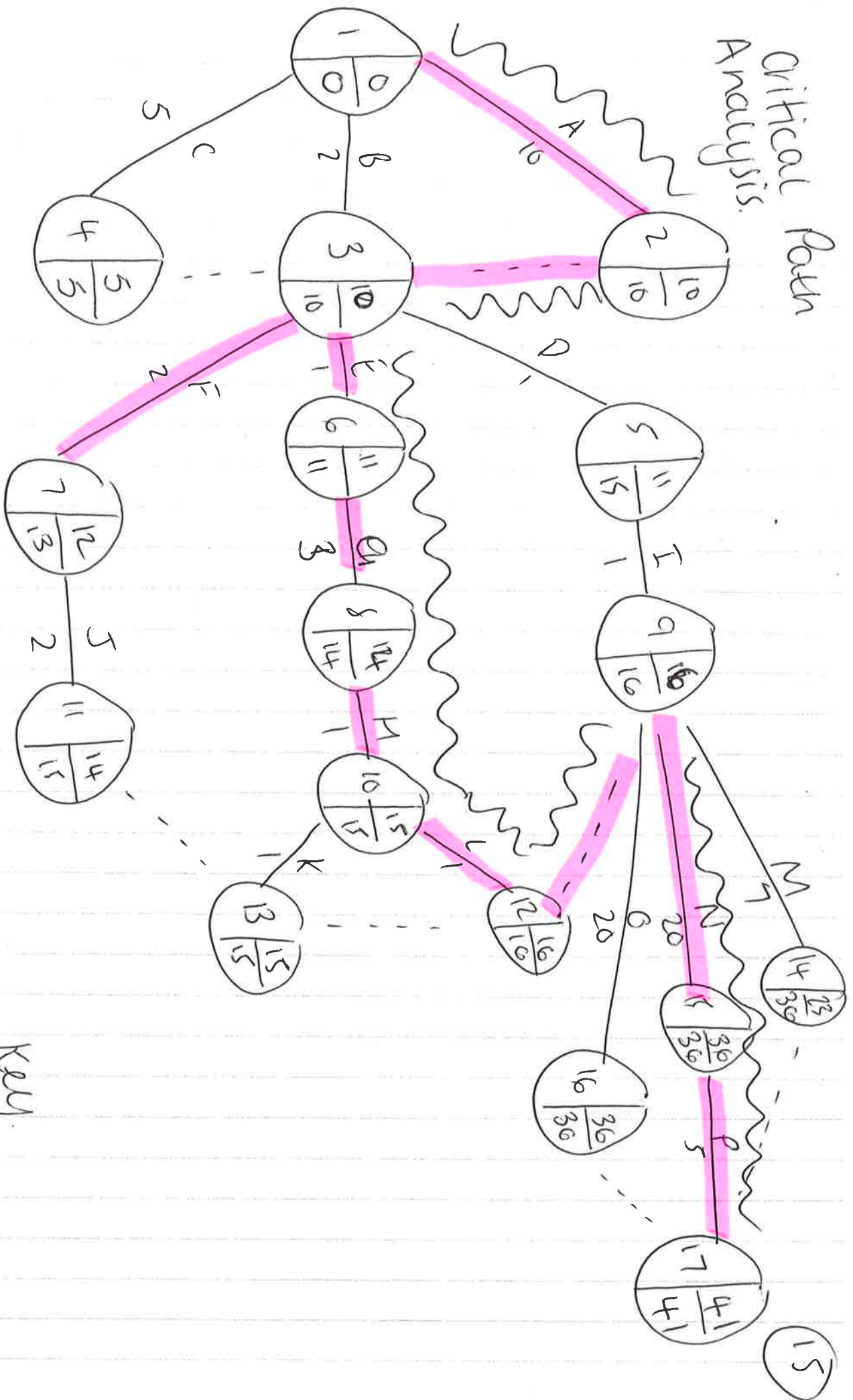
The critical path is highlighted
and shown as mm.

(workbreak
down structure)

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Critical Path Analysis



Key
Critical path = w