

Skills for the Workplace

Module Assignment Submission

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Table of Contents

Introduction..... 3

Company overview 4

Analysis of the environmental change and its relationship with the organisational capability 5

Analysis of the nature of change and evaluation of the complex concepts in relation to the change management..... 10

Discussion of the contemporary issues and its impact on the business management 14

Evaluation of the relationship between the organisational culture and change 16

Conclusions..... 19

References..... 20

Introduction

The cultural and management change in any organisation is normal for it's sustain excellence. Due to the effect of the different internal and external factors the management of the organisations need to associate with the changes in the management and the organisation. For this reason, the managers should cope with the changes in the value addition of the companies. If the organisation fails to cope with the changes, it can be hard to sustain in the market. In this context, Nokia has been chosen to discuss the actions taken by the company to cope with the changes in the organisation. The following report aims to analyse and understand the organisational changes and associate the organisation to the changes in the management and organisational culture.

Company overview

Nokia is a multinational organisation which is involved to produce electronic device to the international market. The head office of the company is situated in Finland and the mobile phone is the main product of the organisation. The company is regarded as the largest mobile phone producer of the world. Nokia has business activities to more than 120 countries. About 132000 workers are involved with the company to different kind of countries. Though the history of Nokia is quite praiseworthy, it has also some painful history. Due to the recession and failure to cope with the changes, the company faced its value reduction in the last decade. In 2008, the company failed to check the cultural and organisational changes and the overall value of the company was reduced. Recently, the management of Nokia has taken different types of wise step to face the organisation change to lead and implementation of the organisational mission.

Analysis of the environmental change and its relationship with the organisational capability

The environmental change is associated with the macro and micro environment. As per the effect of the changes, the organisational changes are divided into macro and micro change. The internal changes to the organisation are regarded as the micro changes. On the other hand, the external changes to the organisations are denoted as the macro changes (Charles, 2009). The worldwide business culture has been changed in the modern era and the managers of the different kind of organisations are associated with manage this change to increase the organisational value. The analysis of the internal and external environment of Nokia are explained as follows with the capability of the organisation.

Macro environmental changes and organisational capability

To perform the business activities of Nokia, the management has faced different macro-environmental changes. The changes of political, economic, social, technological, environmental and legal changes are regarded as the macro-environmental changes. The response of Nokia to face these kinds of changes are also discussed in this context. The discussion of the organisational capability of Nokia to manage the macro-environmental changes are explained as follows:



Source: (Genus, 2015).

Political: As Nokia has the business in 120 countries, the changes in the political situation of these countries is the major issue for the organisation. The political turmoil and the unrest of the different countries have made a complex situation for Nokia to carry out the business activities. For example, the political unrest to the Middle East countries had a great impact to reduce the market share of the company. In the last decade, the market value of Nokia had been fallen due to the failure of associating political change (Hayes, 2014). Recently, the management of Nokia tends to supply the product by considering the political issues in different countries.

Economic: The economic recession of 2008 was also liable to decrease the market share of the company. In 2004, the company made a record to sell the mobile phone. But the management fails to check the economic changes in 2008. The effect of high inflation to the worldwide economy and recession was liable to the downturn of the profit of the company. To lead and implementing the organisational change, the management of Nokia tends to consider the GDP, GNP, Interest rate, National Income of different countries to supply the mobile phone of different models to recoup the market share (Charles, 2009).

Social: To failure of management of the social change was mainly liable for the downturn of the market share of Nokia. After the invention of the Android operating system, Nokia was reluctant to launch it to its phone. Instead, the management of the company applied the windows operating system to its mobile phone. For this reason, the demand for the good quality of the smartphone was unfulfilled by the company and it lost its position to the international market. Recently, Nokia focussed on the demand of the people of the society in creating the model of the new mobile phone. Hence, the company is capable to associate with the society to build its new model mobile phone to back its market share (Hayes, 2014).

Technological: The changes in modern technology are a key factor for Nokia to come back to the market. By the effect of modern technology, the new features can be added to the mobile phone of Nokia. The failure to cope with modern technology was the reason to lose the market share of Nokia (Charles, 2009). For this reason, the CEO of the company has decided to launch the new technology to its mobile phone so that the large extent of customers can be added to the company.

Environmental: The environment of the various countries is also liable for increasing the value of the organisation. In practical, Nokia is associated with the business environment of the many kinds of countries. The perceptions of people in different countries are also key factors (Genus, 2015). By the effect of the environment, the buying behaviour of the customers can be affected. Hence, the management of the organisation considers the environment of the different countries to supply the electronic device so that the overall profit can be increased.

Legal: The rules and regulations to carry out the business in different countries have been changed in the modern era. The regulatory body of the many kinds of

countries has prescribed the rules for the companies to operate business activities. The government rules and the legal procedure has been changed. Hence, the security legislation of many countries needs to be maintained by Nokia to cope with the legal changes in the international marketplace (Hayes, 2014).

Micro environmental changes and organisational capability

Besides different types of macro-environmental changes of Nokia, there are some changes in the micro environment, the management of the company tends to implement the changes to the technology to fulfil the demand of the customers. The factors of the micro-environment with the changes are explained as follows:



Source: (Palmer et al., 2008).

Competitors: The level of competitors of Nokia has been changed in the worldwide market. The main competitors of Nokia are Samsung, Apple, Xiaomi, LG and so on. In the past decade, the competitors of the company were narrow. After the time being, the competitors of the organisation have been increased in the international market. The changes of the competitors have made the market very complex for Nokia (Pettigrew et al., 2013).

Marketing intermediaries: The activities of the marketing intermediaries have been changed in the recent market. Due to the changes in the different activities of

the marketing intermediaries, the management of Nokia faced the changes in its activities. This way has made a complex situation in the international market for Nokia. Hence, the managers of Nokia have introduced an effective value chain so that the activities of the marketing intermediaries can be managed in the optimum manner (Review, 2011).

Suppliers: The bargaining power of the suppliers in this industry has been changed in the recent age. The nature of the products of the suppliers is also changed at this time. By the effect of this change in the industry, the management of Nokia needs to consider the supplier carefully so that the appropriate supply of the different materials can be maintained (Balogun et al., 2008).

Company: The organisational culture and the activities of the various department of Nokia has brought revolutionary changes. The cultural changes have affected the activities of the company (Pettigrew et al., 2013). The policy of the company has also been changed and the management team of the organisation are associated with the implementation of the changes in the company.

Customers: In the comparison of the last decade, the demand level of the customers has been changed to a large extent. The customers in the modern age focused on the new features to the smartphone. For this reason, to implement the technological change to the product of the organisation, the management of the company tends to implement the changes to the technology to fulfil the demand of the customers (Palmer et al., 2008).

Publics: The parties of the society associated with the company are also the key parties. The changes are also focused on the public. Hence, the perception of the public to the company has been changed in the recent age (Pettigrew et al., 2013). The managers of Nokia have also associated with manage the changes of the public perception of the company.

Internal changes and organisational capability

The internal change to Nokia is also the key factor behind recreating position to the international market. In 2004, Nokia was one of the largest mobile brands in the world. The Nokia 1100 model mobile phone was sold by breaking all of the previous records. The overall turnover of sales of the company was also increased. In 2007, the company saw an opposite scenario from the market. Due to the lack of compliance with the public demand with the new operating system, the sales of the company reduced at an alarming rate. In the same time, some international giants produced good quality of smartphone and the market share of Nokia reduced in the significant rate in that time (Palmer et al., 2008). About 25000 employees of Nokia were cut off in that time and the new CEO had been appointed to a skill that situation. Finally, Microsoft purchased Nokia and the internal environment of the company was changed at a significant rate.

The management team of Nokia tends to overcome this bad situation in the history of the company. After that, the Android system has been brought about by the company and the managers of the organisation always grab the value of the customers from the international market. The internal mission and mode of value creation of the company are also changed in the recent decade (Review, 2011).

Analysis of the nature of change and evaluation of the complex concepts in relation to the change management

For the nature of change, it can be seen that two types of changes to the organisation. They are internal change and external change. To discuss change management, different types of changes are discussed in this report from the Nokia Corporation. The significant factors of both internal and external change to Nokia are discussed in this report.

Internal Forces



Source: (Judge and Douglas, 2009).

Low job satisfaction: The job satisfaction of the employees of the company can be changed due to the effect of different significant factors. In this case, the employees are always eager to fulfil their interest by the management of the company. After 2007, the job satisfaction of Nokia was reduced in the significant rate as the incentives of the company was reduced for the employees. By the effect of this internal change to the organisation, the level of loyalty of the employees has been decreased to the company (Attwood, 2013).

Low productivity: The low job satisfaction tends to decrease the productivity to the company. In this case, Nokia fired about 25000 employees in 2007 to decrease its organisational capacity. The changes in this internal factor had a bad impact on the company. Due to the decrement of the demand for the old model mobile phone,

the management tended to reduce the production of the organisation. By this change of the organisation, the market share of Nokia was reduced at an alarming rate (Finch, 2012).

Conflict: The conflict between the different Levels of professionals within the company is also regarded as the key factor to incur the change in the organisation. By the effect of the conflict between the professionals, the organisation value can be reduced in the international market. Nokia is also affected by the conflict of its employees in the early decade (Kotter and Cohen, 2012). In 2008, the company faced conflict among the professional of the company and it is also regarded as one of the major cause for the reduction of the organisational value.

Strike: The high level of dissatisfaction of the employees can tend to strike in the organisation. By the effect of this internal change, the production functions can be hampers. Further, the normal working environment of the company can also be hampered by the effect of the strike of the employees. The image of the organisation can be lowered in the international market due to the effect of the strike of the employees. Hence, the managers of Nokia need to associate the change management so that the organisation can cope with the changes to the company and ensure the organisational value addition in the significant portion (Lorange, 2014).

External forces

Demographic characteristics: The demographic characteristics of the people is a very significant issue to carry out the business in the globalised market. The value of the different people in different types in the international market. To carry out the business successfully, the managers of Nokia need to assess the value of the people of the different region (Attwood, 2013). By the value assessment of the demographic characteristics, Nokia can increase its market share in the smartphone industry.

Technological advancement: In the modern age, technological advancement has brought about a revolutionary change to the mobile industry. Different kinds of modern technologies are added to the smartphone industry and make its lucrative to the customers. The regular update of changes in technology is a very significant factor in the modern age (Finch, 2012). Hence, the management of Nokia needs to associate with technological change to grab the market.

Customer and market change: The market and nature of the customers are also changed in the modern age. The mode of distribution of mobile phones and its customers have also changed the worldwide market. In the recent age, the market of Asia and different kinds of the emerging economy are the main targets of the mobile giants. Nokia should target the emerging market from the international marketplace to increase its value than that of the competitors. The changing trends of the customers are also focused on the management of Nokia to secure its position in the global market (Finch, 2012).

Social and political pressure: There can have political pressure on the company. By the effect of the political pressure, the changes can be incurred to the organisation. Hence, Nokia is associated with the business in the many countries of the world. The political situation of the many kinds of countries has an impact on the business of Nokia. The social pressure is also a significant factor for Nokia. The changes in the demand of the customers for the smartphone has reduced the demand of the old brand model of Nokia (Attwood, 2013). Due to these kinds of changes, the management team of Nokia tends to capture the value from the customers in the international market and rebuild its market share.

Lewin's change model

Various kinds of the complex concept of the change management can be analysed as per the application of Lewin's change model. The four kinds of strategic approaches are mainly applied by the organisations as per this changing mode. They are explained as follows:

Unfreezing: What kinds of changes are needed to the organisation is mainly determined in this phase as per the Lewin's change model. All of the professionals are motivated in this phase to ensure the change to the organisation. To ensure the change, the doubts are managed by the managers in this phase. From the context of the organisation, this phase is very significant. For the implementation of the change, the management of Nokia needs to appraise the factors that need to be changed by the organisation (Marshall, 2010).

Benchmarking: The ambition or the aims of the organisations are appraised in this case. By making the benchmark of the company, the level of service of Nokia can be increased in an optimum manner. As per the target of the nature of the changes is considered into a benchmark in this case (Masters and Duff, 2012).

Changing: As per the organisational target, the appropriate changes are made in this phase of change management. Cultural and leadership changes are mainly implemented in this phase. This phase is the most significant as per this model (McSherry and Warr, 2010). The required level of changes to the organisation is implemented in the changing phase.

Refreezing: After making the change to the organisation, the management of the company can take the proper steps to sustain the changes to the company. In this case, the required actions are taken so that the changes can be sustained in a significant manner to the company. The appropriate support and training are also provided to the employees so that they can be associated with the changes in management and leadership (Spector, 2013). The management of Nokia can apply this action to the company to recoup its market share in the international market.

Discussion of the contemporary issues and its impact on the business management

The changes in the organisations are also largely depended on some contemporary issues. These kinds of contemporary issues are very significant to the organisation to affect different types of actions to the company. The business management strategic approaches are also affected in a large extent by the following contemporary issues:

Employee relation: The relation within the employees is regarded as the very significant factor of the contemporary issue of business management. This factor has a very large extent of impact to the business management of the different types of organisation. The organisational changes of Nokia have been faced by the effect of the employee relation. Due to the bad relation with the employees, the management of Nokia sacked about 25000 employees in 2007 (Masters and Duff, 2012). The bad relation with the employees can also reduce the overall production and the production of Nokia was also reduced in the alarming rate due to the effect of the employee relation. In this context, Nokia associates all of the employees so that they can be associated with the organisational change and ensure the organisational excellence in further.

Ethics: The code of ethics need to be maintained by the organisations to carry out the business. To make the changes to the company, the ethical nature of the changes need to be assessed by the organisations. This issue has a large extent of impact to the business management of the modern business. Within the code of ethics, every organisation needs to maintain the rules and regulations so that the organisational changes can be implemented legally. To manage the business, the managers of Nokia are also associated with the ethical behaviours to ensure all of the activities of the company with the code of ethics (Marshall, 2010).

Technological efficiency: In the modern age, the technological efficiency of the organisation is regarded as an asset. For the value addition of the companies, technological efficiency is highly required for the company. Nokia was technologically retarding in 2007. The alliance within Microsoft was the wrong decision for the company. Moreover, the windows operating system was also less demandable in the context of the recent market demand. For this reason, the overall market value of the company was reduced at an alarming rate. Now, the management of Nokia focuses on technological advancement. For this reason, the

HND Global is allied with Nokia for providing technological support. This step of the company has a great impact on business management (Finch, 2012).

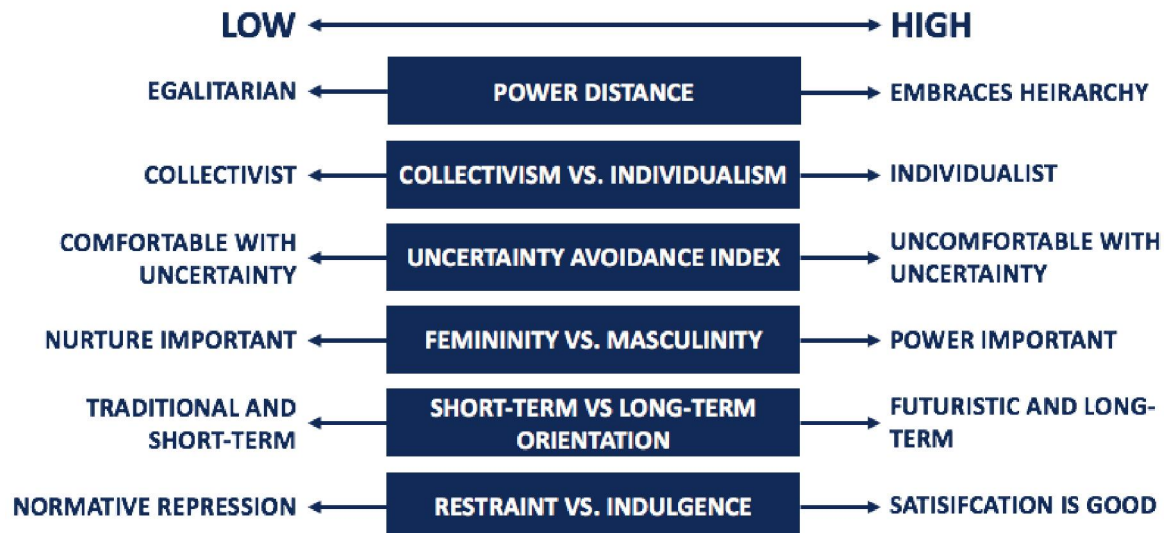
Quality of products: The quality of the different products is also regarded as the contemporary issue for the management of the business. To grab the market, companies need to ensure the high quality of the products. Moreover, the product promotion of the companies is also implemented by quality control. In modern business, managers tend to ensure the quality of all of the products of the organisation. In this context, good quality can increase the organisational value in the international market. The managers of Nokia tend to ensure the good quality of the mobile and different kinds of electronic devices (Masters and Duff, 2012).

Diversity: The diverse workforce is also regarded as a significant factor in modern business. Most of the organisation in the globalised market focussed on diversity and portfolio management. For this reason, organisations tend to invest in a different marketplace. In this case, Nokia is also involved with the diversity of its services. The company has a business presence in 120 countries all over the world. The management of modern business is also impacted by the diversity of the workforce. The diversity to the international market can ensure the organisational growth of the organisations. For ensuring the diversification of the organisation, the business in the modern age is involved in portfolio management. Further, the sustainable changes to increase the capacity of the companies are implemented by the diversification (Marshall, 2010).

Associating customer's trends: The trends of the customers need to be considered properly by the organisations. The sales and the value addition of the organisations are also depended by the customer's trends. The demand of the customers about the smartphones and the competitor's services need to be analysed properly to launch the unique features of the products. By maintaining the trend of the customers, an organisation can ensure organisational growth in the international market (Finch, 2012). Hence, Nokia failed to respond to the customer's trend in 2007. Recently, the managers of the company have taken the customers oriented steps so that the demand of the customers can be fulfilled to the market and the company can emerge as the signature brand.

Evaluation of the relationship between the organisational culture and change

The organisational culture is the key factor behind the excellence of the company in the market. The factors of the organisational culture can face different kinds of changes. These have a relationship between organisational Culture and change (Judge and Douglas, 2009). The Hofstede's cultural dimension can be discussed in this case to show the relationship between the organisational culture and change. They are explained as follows:



Source: (Palmer et al., 2008).

Power distance: The power distance to the organisation is regarded as an important factor of the organisational culture. The distribution of power within the organisation can be changed. By the changes in the power distribution to the company, the decision-making system of the company can be changed. The changes in power distribution can affect the decision-making system of the organisation. In this case, Nokia has a moderate power distance index to the company. In the time of the recession, the power distance system of the company was redesigned so that only the high-level managers can take the key decisions about the company (Palmer et al., 2008). The changes in the power distance have affected the decision making of Nokia. The decision-making model of the company can also be impacted due to the changes in the organisational culture in power distance.

Collectivism vs Individualism: The nature of the workplace is reflected by the collectivism vs individualism. If the organisation is associated with team work, it can be called the collectivism. On the other hand, the own activities of the managers are regarded as the individualism. The culture of Nokia is team-based. For this reason, it can be concluded that the company is involved with the collectivism in all of the activities in the globalised market. The changes in the mode of the working style can affect the organisational output. In the inception point, Nokia was involved in the individualism and all of the decisions were taken by the top-level management. After losing the market share in the mobile industry, the management has focused on collectivism. For this reason, the level of performance of the employees has been increased in the modern age (Charles, 2009).

Uncertainty avoidance: The actions of the managers to reduce the uncertainty in the workplace is a vital part of the organisational culture. In this case, the managers of the organisation should clear all of the directions to the employees so they can perceive easily about different directions of top-level management. The changes in the uncertainty avoidance index can impact on the perception of the employees. By the increment of the uncertainty avoidance index, the employees can execute all of the organisational functions effectively and take the proper actions in the appropriate time manner. The managers of Nokia have taken the clarity method to the workplace so that the clarification can be ensured in providing directions to the employees (Judge and Douglas, 2009).

Femininity vs Masculinity: The net participation of the male and female employees to the company is reflected by the femininity vs masculinity index. The optimum participation of the male and female workers to the different functions of the company can ensure the organisational growth. Hence, the participation of the workers can be changed. The changes of this cultural factor to the company can impact the organisational output. The ethical obligations can also be affected by this cultural factor of the organisation (Palmer et al., 2008).

Short vs long term orientation: The orientation of the companies and its impact in the short and long term are also the key factor behind organisational excellence. The short term and long term orientation of the company can be regarded as the significant factor of the organisational culture. In the past, Nokia was involved in the short term orientation. After the decrement of the market share in the international market, the management of Nokia has focused on the long term orientation. The company has planned to launch the Android operating system in

long term and the research and development department of the company is associated in the point view of the long term orientation (Judge and Douglas, 2009).

Restraint vs indulgence: The level of organisational incentives to the employees is represented by this index of the organisational culture. The indulgence organisational culture represents the flexible work environment for the employees. On the other hand, the restraint organisational culture represents a less flexible work environment. The changes in this factor of the organisation can affect the level of satisfaction of the employees and the organisational output (Charles, 2009). In this context, the management of Nokia is committed to ensuring the indulgence for the employees so that all of the employees within the Nokia Corporation can perform freely for organisational Organisational excellence.

Conclusions

The management of the changes to the workplace is the key factors for the companies. Many kinds of organisations implement the changes to cope with the bad situation of the company. From this viewpoint, Nokia has implemented different kinds of changes to its workplace to remake its excellence in the international market. After losing the market share, Nokia tends to change its culture and leadership structure so that it can further gain the largest portion of market share from the smartphone industry. In this report, different kinds of actions of the company are critically analysed and the effect of the organisational changes are evaluated to the management of the business of the company.

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