



In academic
affiliation with



GULF COLLEGE – MUSCAT – SULTANATE OF OMAN

UNDERGRADUATE BUSINESS PROGRAMME

ACADEMIC YEAR: 2016- 2017

FIRST SEMESTER

FRONT COVER

ASSIGNMENT

Module Title: Managing and Leading Change	
Module Code: BSB10178-6	
Method of Assessment: Individual Case Study & Critical Review of Refereed Journal	
Weighting:	Module Credits: 15
Individual Case Study 60%	
Critical Review 40%	
Level: 6	Teaching block: 1
Morning/Evening Session: Both	Examiner: Dr. Rowena A. Lunar
Additional Information (if any):	

Module Name : Managing and Leading Change
Module Code : BSB10178-6
Module Leader : Dr. Rowena A. Lunar
Weighting : Case-Based Assignment (60%)
Critical Review (40%)
Submission Date : January _____, 2017

You should hand in **one** copy of your assignment by the time and date mentioned above to the appropriate 'hand-in location' at the Gulf College. Fill in the front cover (staple together with your assignment). **MAKE SURE** that you fill in all the relevant details on this form. An acknowledgment will be given to you upon receiving your assignment. This is your receipt, **keep it**. You can submit work by post, but you must send it recorded delivery, it must be postmarked two days before the deadline date and a copy must be kept by you in case it is lost in the post. Faxed assignments will **not** be accepted.

Assignments **must** be submitted by the due date. The only circumstance in which assignments can be submitted late is if an extenuating circumstances form is submitted **at the same time**. In these circumstances, if you wish to request a late submission beyond the coursework submission deadline, you should complete the extenuating circumstances application and submit it with your late submission of work of the Faculty Office within, at the latest five working days of the original deadline for submission.

Maximum Word Length: Case-Based Assignment (60%) 2,000 words and Article Critique (40%) 800 words

State the number of words used at the end of your assignment. You may include diagrams, figures etc. without word penalty. A sliding scale of penalties for excess length will be imposed according to the amount by which the limit has been exceeded.

- 1-10% excess no penalty
- 11-20% excess 10% reduction in the mark
- 21-30% excess 20% reduction in the mark
- 31%+ excess the work will be capped at a pass i.e. 40%.

NB. None of the above penalties will be used to change a student mark which is above the pass mark, to one that is below the pass mark. Therefore, the *maximum penalty* for exceeding the word limit will be a reduction to a pass grade.

Passing requirement

0 – 39%	Fail
40% +	Pass
70% +	First Class

This assignment should meet the following **learning outcomes**:

1. Develop and articulate a critical knowledge understanding and analysis of change and the management of change situations.
2. Demonstrate the ability to apply relevant change theory to practice using appropriate techniques of inquiry.
3. Analyse and critically evaluate aspects of change and leadership theory and practice under investigation.
4. Effectively communicate an appropriate solution to a particular change management and leadership case under investigation.

Assessment Details:

Assessment 1: Case-Based Assignment (2,000 words- 60%)

Assessment Tasks:

1. **Introduction** – provide a concise discussion on the definition and concepts of change management; background of the case; and objectives of the assignment.
2. **Content and Analysis**
 - 2.1 If you were a change agent, critically analyse and evaluate the type and appropriateness of change initiated by Unilever's global brand development director.
 - 2.2 As a change agent, decide and explain which theory of change and leadership theory can be adopted to drive success in the case situation.
 - 2.3 Critically evaluate and explain the pros and cons of the new strategy being adopted by Liptons.
 - 2.4 Develop a Communication Plan that will continuously guide Unilever to effectively implement and lead its change management programme. Present the

plan in tabular form with textual explanation. (Follow the format specified in Annex A)

ANNEX A

What to Communicate	Purpose	Frequency/ Duration	Communicate to		Communication Method
			Partners	Suppliers	

3. **Conclusion** – draw conclusion from analyses and findings and emphasise what should be done differently in the case.
4. **References** – Implement Harvard style of referencing from at least 15 references not older than 2006 from varied sources.

Case:

Lipton

By Ralf Seifert and Aileen Ionescu-Somers

The story.

When Michiel Leijnse became Unilever's global brand development director in 2005, his brief included refreshing the high-profile Lipton tea brand.

Mr Leijnse – who had worked on Unilever's Ben & Jerry's, the pioneering sustainable ice-cream brand – and his team soon realised there was an opportunity to win market share by making the brand 100 per cent guaranteed environmentally and socially sustainable. They also realised the move could include other well-known Unilever brands, such as PG Tips and Lyons.

The challenge.

To be credible with consumers, the move meant certifying the plantations where Lipton tea came from as sustainable, converting the whole supply chain to sustainable methods, and telling consumers about the change – more or less all at the same time.

Partners	Suppliers	Communication Method
ANNEX A		
Full explanation. (Follow the format specified in		

Lipton's is a mainstream brand with such a large global market share that making it totally sustainable would potentially affect world tea markets.

The strategy.

First, Unilever sought third-party certification of plantations. Potential partners were assessed according to factors such as recognition by consumers, capacity, and flexibility to certify large and small suppliers, ability to work with local organisations to train employees, and ability to recruit and train teams of regional auditors.

Unilever picked the Rainforest Alliance, a US-based international non-governmental organisation set up to conserve biodiversity and ensure sustainable livelihoods. Rainforest Alliance certification requires meeting standards in worker welfare, farm management and environmental protection.

Then Unilever publicly announced two targets: all Lipton Yellow Label and PG Tips tea bags sold in Western Europe would be certified sustainable by 2010; all Lipton tea sold globally would be certified by 2015.

What happened.

Unilever and the Rainforest Alliance started with big tea estates in Kenya, where sustainability initiatives had long been under way. Some big Kenyan suppliers had good standards and could be certified easily.

But when the initiative moved on to work with smallholders in other countries, the team discovered that conditions for rollout differed in complexity from country to country. Supply bases were sometimes more fragmented, and legal frameworks varied. It became critical to adapt procedures to the varying contexts and to develop a network of additional partnerships with experienced local organisations.

In Argentina, for example, Unilever and the Alliance teamed up with local organisation Imaflores, a non-profit that promotes conservation, to help deal with about 6,500 loosely organised farmers who had little experience in applying best practice in agriculture.

Once the certified tea started to appear on the shelves, first in Europe and then the US, consumer campaigns got under way. As Mr Leijnse noted: "Where a link between the brand and certified sustainable tea could be made, sales and market share went up."

Unilever also discovered that the sustainably produced tea appealed to new consumers – in Italy, for example, it attracted younger customers.

The effects were felt inside and outside Unilever. Internally, the expansion to other markets accelerated as marketing teams in Japan, Australia and the US introduced certified tea ahead of schedule.

Externally, meanwhile, a surge in demand for certified tea was taking place, thanks to the involvement of the Ethical Tea Partnership. The ETP had been set up by the industry in 1997 to improve supply chain issues. The ETP and the Rainforest Alliance decided to collaborate in 2009, to build capacity within the industry for a move to certified sustainable production. Other tea producers began to negotiate certification targets too.

The lessons.

Unilever learnt that, while challenging, identifying the right partners and adapting to local contexts are both vital.

Thanks to its proactive stance on achieving sustainability in tea, Unilever showed that implementing a mainstream initiative is possible, while also reaping financial and reputational benefits.

Assignment Assessment Criteria

Topic	Description	Weight
1 Introduction	Define & discuss change management Background of the case Objectives of the Assignment	15
2 Content and Analysis	1. Critical analysis and evaluation of the type and appropriateness of change initiated by the Unilever's Global Brand Development Director.	20
	2. Explanation on the chosen theory of change and leadership theory that can be adopted to drive success in the case situation.	15
	3. Critical evaluation and explanation on the pros and cons of the new strategy being adopted by Liptons.	10
	4. Development of a Communication Plan that will continuously guide Unilever to effectively implement its change management programme. Presented in a tabular format with textual explanation.	20
3 Conclusion	Conclude the analyses and findings and emphasise what should be done differently in the case.	10%
4 References	Implementation of Harvard Referencing (minimum of 15 references year 2006 and above from varied sources).	10%
Total		100%

**Outline for
Managing & Leading Change**

Long Assignment – Case Analysis – 60%

(Write in an essay format. Word limit: 2000 (minimum) to 2200 (maximum) words.)

I. Introduction (300 words)

- 1.1 Change Management (define with proper citation; discuss briefly)
- 1.2 Background of the Case (Give important data and key information; identify the needs, problems or concerns in the case that needs to be addressed; and trace the root cause of it.)
- 1.3 Objectives of the Assignment (refer to the tasks required for the case assignment)

II. Content and Analysis (1, 550 words)

- 2.1 Identify the type of change that was initiated by the Unilever global brand development director and analyse & evaluate its appropriateness to the case situation. (support analysis and evaluation with proper relevant citations)
- 2.2 Decide and explain which theory of change and theory of leadership can be adopted to drive success in the change situation. (support decision and explanation with proper relevant citations)
- 2.3 Evaluate and explain the pros and cons of the new strategy being adopted by Liptons. (support evaluation and explanation with proper relevant citations)
- 2.4 Develop Communication Plan for continuous effective implementation of change management programme in Unilever. (presented in a tabular form provided in the assignment with textual explanation below).

Example:

What to Communicate	Purpose	Frequency/ Duration	Communicate to		Communication Method
			Partners	Suppliers	
Market Share Report	To provide partners and suppliers update on customer demands.	Weekly	Yes	Yes	Email
Sales Report		Weekly	Yes	NA	Email/Video Conference

(Write textual explanation below this tabular format)

Assessment 2: Refereed Article on Change Management (800 words- 40%)

Assignment Tasks (Article Critique)

1. Write a summary of the article by identifying and explaining the author's idea and perspective and the audience. Include direct quotes from the article to illustrate your points.
2. Select theories/concepts of leading and managing change that are applicable to the article with articulated critical understanding.
3. Make a critical review of the article. Evaluate the strengths and weaknesses of the opinions of the author and discuss both the positive and negative points based on your overall judgment.
4. Discuss your own point of view on how change can be implemented based on your evaluation. Relate your critical analysis to any of the theoretical models of change.
5. Conclude the key points and reasons identified during the critical evaluation.
6. Implement Harvard Style of Referencing from at least 15 references with year not older than 2006 from varied sources.

Instruction: Below is a refereed article with its corresponding link for you to do critical analysis and critiquing. To illustrate your point, bring in references to provide evidence in support of your critique.

SUCCESSFUL CHANGE MANAGEMENT INVOLVES THE EMPLOYEES Posted by Torben Rick on November 21, 2014 in Change Management



Organizational change initiatives fail at an alarming rate

The digitization spiral is driving tremendous changes in the ways businesses and other organizations operate. Many traditional organizations are beginning to accept, in theory at least, that they must either change or die.

Strategically managing organizational change is critical to implementing new programs and initiatives, and ultimately, to achieving an organization's success. Still,

organizational change initiatives fail at an alarming rate. This is because most initiatives fail to consider how changes affect the people in an organization.

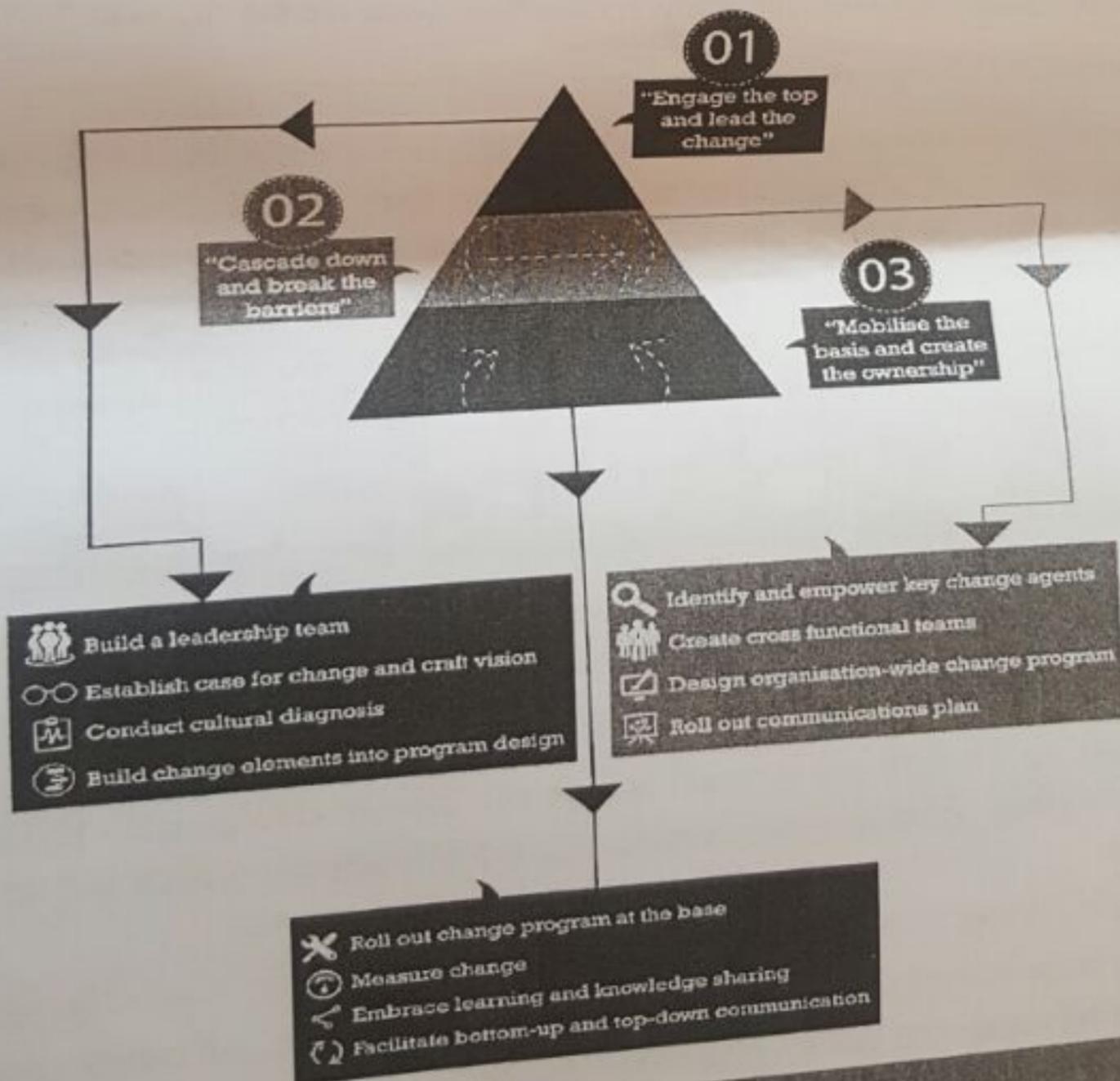
To successfully implement change initiatives, organizational leaders must identify the need for change and communicate it throughout the organization.

Engage people at all levels of the organization – Successful change management happens at the bottom

They must also engage people at all levels of the organization by involving them in the design of the implementation strategy.

Leaders must actively involve the people most affected by the change in its implementation. This will help ensure employees at all levels of the organization embrace the proposed changes.

Successful change management happens at the bottom



TORBEN RICK - WWW.TORBENRICK.EU

Be wary of expressions like "mindset change" and "changing people's mindsets"

Be wary of expressions like "mindset change", and "changing people's mindsets" or "changing attitudes", because this language often indicates a tendency towards imposed or enforced change, and it implies strongly that the organization believes that its people currently have the "wrong" mindset, which is never, the case.

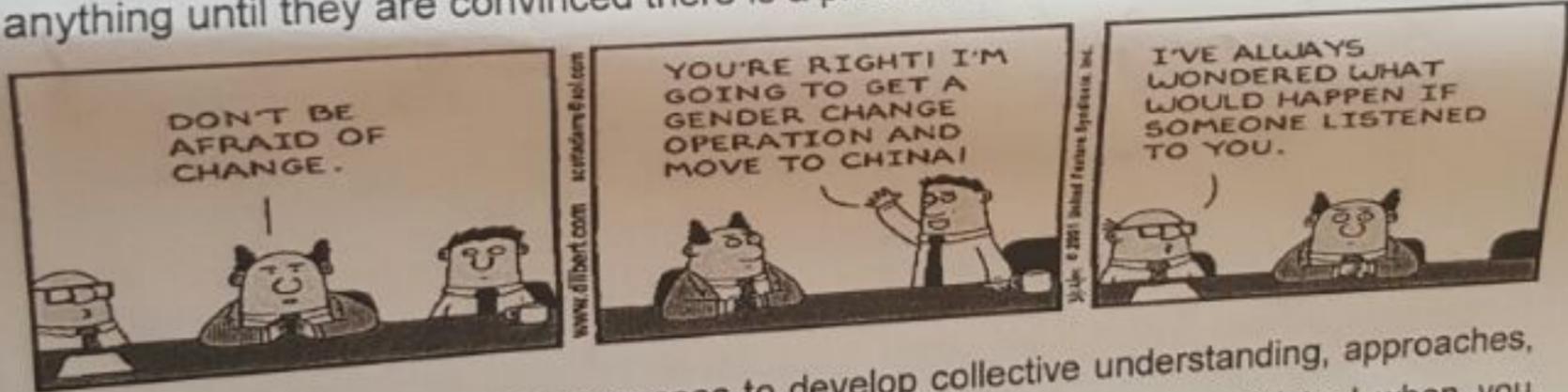
Successful change management – Don't mandate change, ask the staff for input
#changemanagement

If people are not approaching their tasks or the organization effectively, then the organization has the wrong mindset, not the people. Change such as new structures, policies, targets, acquisitions, disposals, etc., all create new systems and environments, which need to be explained to people as early as possible, so that people's involvement in validating and refining the changes themselves can be obtained.

Whenever an organization imposes new things on people there will be difficulties. Participation, involvement and open, early, full communication are the important factors.

Tell a compelling change story

Management need to be able to tell a compelling change story that motivate employees. Before you get buy-in, people need to feel the problem. People aren't going to consider anything until they are convinced there is a problem that truly needs to be addressed.



Workshops are very useful processes to develop collective understanding, approaches, policies, methods, systems, ideas, etc. Storytelling can be a powerful tool when you want to drive organizational change.

Staff surveys are a helpful way to repair damage and mistrust among staff – provided you allow people to complete them anonymously, and provided you publish and act on the findings.

Management training, empathy and facilitative capability are priority areas – managers are crucial to the change process – they must enable and facilitate, not merely convey and implement policy from above, which does not work.