Appendix A: ASSIGNMENT COVER SHEET

Date Received· . . ..

Date Returned· . ...

$13 + 11 + 10 = 34$

Programme	MBAG-9
Module Name	Strategic and Change Management pdf
Surname	MTOMBENI
First Name/S	PHILLIP MANDLA
Assignment No.	Assignment 1
Student Number	51600131
Date Submitted	03/03/2017
Postal Address	4 MIDRAND RIDGE,
	GEORGER ROAD
	NOORDWYK EXT 1
	MIDRAND 1682
E-MAIL myregent email address	. . ..51600131@myregent ac za
E-Mail (alternate email address)	pmtombeni@gmail.com
Contact Numbers	Cell .0765685999
	Home 0827230343
	Work ·
Alternate contact :Name	TSHOLOFELO MTOMBENI
Relationship	WIFE
Contact number	0827230343

$13 + 11 + 10 = 34$ 23

Assignment number. Assignment 01

Student number: 51600131

Last name Mtombeni

Initials P.M

Name of Course· Strategic and Change Management

Due date: 03 March 2017

Lecture Name. Dr Nischal Srikais Khandai

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Introduction

Was this asked for?

This assignment focuses on characteristics of Strategic and Change Management. The important aspects and concept of all in Strategic and Change Management. This paper will Undertake a SWOT analysis of Fage We will identify the strategic options available to Fage and recommend a course of action for Fage, giving detailed justification for your recommendation This paper will describe Tough Mudder's strategy and discuss the reasons why the strategy has been successful, outline the challenges and opportunities currently facing Tough Mudder and discuss how Tough Mudder should adapt its strategy to meet the identified challenges and exploit the identified opportunities. We will discuss the characteristics of strategic leadership exercised by Will Dean and indicate effective change management requires a clear perception of need, a way forward, the capability to change and commitment, with reference to these four criteria 'evaluate the process used by Nokia. This paper will explain transformational leadership style and discuss the relative applicability of these leadership style. We will critically evaluate emotional intelligence as an essential trait of leader/leadership (Robbins et al) 2012·55).

Write in full the first time !

Question 1 1

Strengths

Diversify the product

Add new product in the name

They have a brand

They have a reputation

They have been around for long time

People trust their products

Their products have been selling well for many decades

They have skill

They have market already and they can expand on it

We can tackle yoghurt by diversification, different groups, different products, add in fruits then produce dairy products, they can go to ice cream industry process might be different, production of milk e.g. cheese high growth rate

Weaknesses

Lack of quality and customer service

Poor marketing and sales

Access to resources

Undifferentiated products or services

Opportunity:

Add fruits to Yoghurt

Diversify into different market

Add drinking Yoghurt

Focus on what other nationalities drink

A new emerging or developing market (niche product, place - new country, less competition)

Merger, joint venture, or strategic alliance

Market trends

New technologies

Social changes (for example demographics)

Threats.

New entrants to the market, barriers to entry is low and the market is saturated

Big company entered the market, head office of Danone is in Germany, significant food conglomerates enters the Greek yogurt market

Price wars

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Thrust and segmentation

New competition in the market, possibly with new products or services

Economic conditions

Political changes

Competitor oligopoly or monopoly

This is not acceptable!

Question 1.2

Strategic management comes from opportunities Evaluating strategic options. It would have been better if they could merge, this is when two companies coming together for example metro-politan, momentum coming together MMI now, both companies coming together. It would have been better if they could sell the entire company to Danone. Acquisitions is when one company either buys the entire company or at least majority of stake in the company (Mullane, 2002·58).

Cross holding where you get one large company that buys significance shares in company B, significance shares in company C and then they try to bring them together The shares are cross out by a holding company. Going outside the USA, other countries, diversify the product, Add new product in the name. There are 5 competitive strategies. Diversification, Lower cost, market need.

Large cash cow unit needs different management system from the unit experiment, they can diversify into different products, in terms of diversification into different products I sell the company because it is a strategic option, because it is a direction for looking out for the organization. They could lower the prize in catering for higher LSM you could come down, it would have been better if they could lower price and make it more affordable (Mason, 2007·208).

The fact that yoghurt is extremely creamy, one could assume that it is highly priced   They can succeed if they turn it to a drinking product, something that has a higher water milk content as opposed to something that is thick and creamy. It would have been better if they could turn it into frozen yoghurt. Top it up with fruits or add it to cereal and sell it as a mixed. If It would have been better if they did go to Kellogg's and say Kellogg's mine is the best tasting why don't you top up your Kellogg's with yoghurt product in terms of pre-packed, for daily options on the go, Woolworths has it.

They are going to an established market and say to the established market they have a product that sells well, you have a product that sells well and people may eat your product with yoghurt product then they put it together pre-pack it, put it on the shelf and test it, that could be one of differentiation. It would have been better if they could change the packaging. Attract and sell it to the school kids attract the different age, diversify into different area, going to other ethnic groups (Denton, 2001.76).

Yoghurt can be eaten with Kelloggs, fruit by going to complementary product like Kellogg's and If they do not have the knowledge of the Kellogg's, they could add but they fail as well, it is a too early strategic deviation or strategic drift, moving don't look at it immediately. There are three basic activities involved in evaluating strategy. Examining the underlying basis of an organisation's strategy, comparing expected results with actual results and taking corrective action (Kaplan et al., 2005·89)

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Criteria for evaluating Strategy: The 4 criteria for evaluating strategy Consistency Aimed at determining whether the external strategies are consistent and supported by the various internal aspects of the organisation. Consonance: Strategies should be in agreement with the various external trends (and sets of trends) in the environment Focus on all the major trends that impact the selected strategy - both positively and negatively - is important (Hodgkinson, 2002 156).

Feasibility Requires an investigation into whether the strategy is reasonable in terms of the organisation's resources Advantage: Relates to whether the strategy creates and / or maintains a competitive advantage? No strategy is conceived well till its workability is weighed. When the chances of a strategy that is carried out is remote or its cost is very high then it should be reassessed. Occasionally organizational strategy demand business-unit which not consistent with the strategy, the unit can follow organizational strategy if it were not dependent. For e.g business-unit might want to expand, in contrast organizational strategy wants business-unit to be a cash cow

Hodgkinson (2002) states that the it is common for the executives of business-unit to have a feeling that they must be allowed to utilize the money they are generating to strengthen their position, rather than denying themselves for benefit of an activity that is small and upstart. In some cases, business-units are required to avoid risks (or incur risks) because by doing that assist the company's balance Synergy might need a business-unit to stop creating its own raw materials or prepared opportunism might request an expansion that is extremely expensive from the viewpoint of the unit

Denton (2001) argue that the corporate demands like these look especially inconvenience to business-unit managers if they just appear in a way that was not expected because of other company's activities Currently in a corporation that is decentralized the local executive's commitment to their strategy is essential for successful results. When corporate guides are, foot-dragging, misleading information, "don't make sense," to the executives of the business or other maneuvering can possibly occur. When the executive's conviction unit feel that a company's imposed strategy can never have worn then it can simply become a prophecy that is self-fulfilling. The starting point is that there exists a practical limit to which business-units may be "pushed around,"

Question 1.3

It would have been better if they could establish where are they taking the company first and then indicate why?

Some statistics

	2012	2015
Total Sales of Greek Yoghurt	$ 33 3 million	$ 469 million
Fage		$ 141 7 million (66.3% more than 2014)
Chobani		$ 257 3 million (225.9% more than 2014)
Oikos (A Danone brand)		$ 53 8 million

Looking at the statistics table above Fage company moved to $ 141.7 million in 2015 which is 66 3% more than 2014, this is good improvement. It would have been better if they could use the given data, statistics change in 2012 and 2015 and bring quite a few other entrants. According to case study there is a significant market share. Table above indicates that particular point they were at point A in 2012 and now at they are Point B in 2015 there is market entrants because have have not diversified and therefore It would have been better if they could diversify.

They want to diversify in terms of age group and cater for none Greek people this is how we would do it for example packaging. Different ethnic and nationality, they want to go outside the USA, they want to go to other areas of Europe, they want to go to South America that is a market they have identified Here they want to tackle growth, they want to tackle market expansion or they still want to cater for specific Greek market

Mullane (2002.45) argue that there is also expansion option, strategy is about where they are going to, it is visionary but before they put a course of action. What course of action are they planning to go, they need to know where are they heading, are heading from point A to B, then point B to D. I would like to indicate where exactly as a strategists and change agent I want to take this company. It would have been better if they could take this company from growth perspective and growing into other countries, and cater for other ethnic group

They could cater for the same market but they can take the product to somewhere else, to large Greek community, they can take it to other parts of the world, there is a Greek community, they still keep the ethnic nationality but they want to expand to boarders They are going to take the product into strategic measures, or they want to attract different age group in terms of market segmentation. Differentiation, Blue ocean, Scenario planning looking at 2 options if they go left what would happen and if they go right what would happen they take flags in terms of moving in certain direction and what is the benefits or probability if they move in another direction that is called scenario planning

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Blue Ocean Strategy Market is shared the market in 2 parts· blue and Red oceans Blue oceans indicate non existing markets with market spaces that are unknown While Red oceans are in current existing markets, known market spaces Companies which create strategy of blue ocean analyze the market and develop a new product, need and service that is adapted well to the demand of customers. Red oceans are more saturated, and 1 of the solutions for organizations is to leave such oceans by acknowledging the challenges of blue ocean strategy.

In that issue organizations must create a new market, where competition can be non-existent from the start. And then be irrelevant for some time The organizations which develop the blue ocean can be monopolistic To develop a strategy of blue ocean, managers must think outside the box and move limits beyond the barriers Red oceans take place in market spaces with known strategies, competitors and products. Quality and low price are few factors that the competition is based-on.

There is overcrowded market and the aim is to get most market shares every year. It is almost impossible for new entrants to compete and settle and all actors' positions are well-known. Growth and profit and are limited because of the competition that is strong. In contrary blue ocean competition is not relevant because blue ocean is market space that is new with no rules or boundaries.

Blue ocean is a strategic space in which first entrant can develop the demand, product, rules and it can on a perspective of a long term be highly beneficial. Of course by repairing all the criteria, competition will be irrelevant. However, developing a blue ocean needs good risk-management, analysis, and also money. Idea of Blue Ocean strategy is to develop a blue ocean is important for organization who want to 'move on' Many factors as market shares, prices, innovation, technology and globalization are factors that make organizations to select their best solution a strategy of blue ocean

The strategy develops a new head and demand in other direction from competition Because of blue ocean strategy, organization such as Nokia develop new undisputed market space where they may sort out all the criteria, factors and rules that can impact the market Companies create and innovate a value jump that makes competition not relevant Few reasons to create a strategy of Blue Ocean are. Commoditization of products and services, brands are more and more similar so the selection is based on the, price, Regulations and norms, Niche markets disappearance, Low profit margins, Price wars, Globalization, and supply exceeds demand in many industries

Again, lacking focus

You were required to recommend, with reasons, a strategy from one of the options identified in Q1.2 ..

Question 2 1

Adventure races off-road, triathlon-based events that typically include trekking, orienteering, mountain biking and paddling. Obstacle mud runs: cross-country running events with a variety of challenging obstacles Novelty events. fun events such as 5 km races in which competitors are doused in paint (Color Run), running with real bulls (Great Bull Run) and food fights (Tomato Royale).

The spirit of unity and collaboration provided a central element of Tough Mudder's marketing strategy Tough Mudder has relied almost exclusively on Facebook for building its profile, encouraging participation and building community among its participants Its Facebook advertisements target specific locations, demographics and likes 'such as ice hockey and other physical sports It also runs sponsored stories in Facebook 's news and uses Facebook Exchange to show advertisements to people who visit the Tough Mudder website (Denton, 2001.40).

Most important, Facebook is the ideal medium for Tough Mudder to exploit its greatest appeal to participants. the ability of participants to proclaim their courage, endurance and fighting spirit They aspire to become a household brand name, so mapping out a long-term strategy is crucial. At the core of Tough Mudder's strategy is its sense of identity, which is reinforced through the culture of the company· —Since Day 1, They have had a clear brand and mission: to create life-changing experiences. That clear focus means that every employee is aligned on the same vision and knows what they 're working toward. We know who we are and what we stand for said Dean. A business is only as good as the people who build it, observed Dean, who has been meticulous in seeking out the best available talent and ensuring that its new staff share his own passion and values

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Who? (handwritten)

Write in the third person (handwritten, left margin)

Reference (handwritten, left margin)

Question 2.2

Look at opportunities and strengths. Diversification again add more types of sport to what they are currently doing. They sell life experience. They can sell on value, they do not sell you something because it is cheap, they sell something because it has value and good quality They sell something that is status related e.g. if you buy a Ferrari or Rolls Royce or an expensive vehicle you buying not just quality, but you are buying status because not everyone can afford that but in this case you are buying life experience, it is something that is difficult but it is an experience like bungie jumping (Kaplan et al., 2005.74).

They are selling a unique life experience They are also selling entertainment, a form of entertainment, it is something one would put in a bucket list, if you want to do something before you die like jump off from a plane on a parachute, climb mount Everest. They can use these concepts like value, life experience, entertainment Volatility, Uncertainty, complexity, ambiguity.

One of the things in this particular sport is uncertainty whether people will participate in it, the other thing is particular sport in my view is complexity, it is not something that anyone can do, it is combined with a lot of physical stamina, bravery, it is not where everyone can participate, you must have training, certain physical strength, Team building and it is also more than team building. It is a personal goal in terms of adventure Because nobody knows what they are getting themselves in a sport like this ,it is not your typical white river raft ,people have built up they know what it is ,they have done it before ,it has been done for many years liked running through mud ,climbing through ropes ,many people know what the outcomes are ,but these are new things and many of people might not be in the physical position to do it ,because it has added lots of combination and strength and physical stamina(Denzim et al , 2003 55)

The ambiguity, complexity, uncertainty, and volatility inherent in business world nowadays is the "new normal", and it is changing extremely not only how companies are doing business, but also in how leaders of the business lead. The leader's abilities and skills once required to assist their companies   succeed are no longer adequate. Nowadays complex critical-thinking, many strategic skills are needed of leaders of the business. Talent management professionals and HR may assist their companies succeed in Tough Mudder environment by creating managers who can handle ambiguity, complexity, uncertainty and volatility with agility, clarity, understanding and vision.   *programme* (handwritten)

The new development program of leadership involves . To assist people taking participation to take a critical look at their current management capabilities and themselves to create a plan for personal learning that can assist them enlarge the likelihood of success in a role of regional manager. To give people who are taking part with action-learning assignments which can assist them enlarge their knowledge of the business on the other hand also contribute to the creation of practical solutions to deal with significant business challenges they have worked on (Robbins et al., 2012·63)

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To give people who are taking part the opportunity to build relationships with peers from all over the company. To indicate the action of power learning as a model to increase rate of the development of leaders The program goals of acknowledge some key Tough Mudder' Prime abilities and skills, involving the significance of rapid learning in the company, collaboration, critical-thinking and innovative skills, knowledge of the business beyond the functional area and self-awareness

Tough Mudder has relied almost exclusively on Facebook for building its profile, encouraging participation and building community among its participants Its Facebook advertisements target specific locations, demographics and likes 'such as ice hockey and other physical sports. It also runs sponsored stories in Facebook 's news and uses Facebook Exchange to show advertisements to people who visit the Tough Mudder website Most important, Facebook is the ideal medium for Tough Mudder to exploit its greatest appeal to participants. the ability of participants to proclaim their courage, endurance and fighting spirit (Mason, 2007.53).

Again, an incoherent response

Challenges ?
Opportunities ?
Adaptation ?

Question 2.3

In broad, in essence this question wants to know how does one lead an organization? and there are various theories on leadership. This question is covering is strategic leadership is it transformational? *? ?* Can a leader teach, pass on, mentoring, skills to the entire organization? The concept of benevolent leadership or what is commonly known in South Africa as servant leadership, what is meant by servant leadership is somebody that does something for the betterment of the company as opposed to betterment of his own earnings.

Servant or benevolent leadership is when you appoint a CEO and the CEO is focused on making employees better, getting employees better trained, getting them better paid as opposed of just relying on his own pocket and shares, dividends and whole lots of money. Servant and benevolent leadership lends itself at somebody who leads with high emotional intelligence in other words EQ, emotional intelligence is somebody or someone or some people that understands themselves, understands others and understands how to react with themselves when they are with others, there is element of respect, it is not just a CEO who is appointed by the board, that is simply a leader because the board appointed him as a CEO (Denzim et al., 2003.72). *?*

There is an example of that in South Africa looking at companies first. One could argue, but it is contested that Whitey Person of Shoprite checkers was a strategic leader but he was also paid a hundred million to do that leadership .They paid him R50 million and R50 million in bonuses , but his argument to the union, is that he created 20 thousand more jobs and he prevented a closure of 300 Shoprite checkers in Africa so forget the 100 million rand do not worry about it ,it has nothing to do with you ,the shareholders but look what he has done in his leadership he prevented so many shops from closing ,that were failing ,that were losing market share ,that was about to be closed by the African governments and African countries he turned it around by his own negotiations with those governments ,he saved the jobs and he prevented 20 thousand people from losing their jobs and going on to the streets , so he has done what one would call strategic leadership. 100 million is something on the side that is what he said (Mullane, 2002.56).

The union was opposing it, but the shareholders eventually paid him that, were they justified in paying him that? Shoprite checkers paid Whitey Person for saving it ,he is the highest paid so far ,50 million fixed income , 50 million bonuses ,the whole package is 100 million it is justifiable ,they took voting because 20 thousand people were in the process of losing their jobs and he personally negotiated with those ministers and some of the high level officials in the countries to save those Shoprite in their countries and to save closure of South African Shoprite checkers and now it is in fact the most profitable of all ,they have beat spar and they have beat all the other competitors

Will Dean have entered Harvard Business School 's annual business plan competition using Tough Guy, a UK obstacle race based on British Special Forces training, as the basis for his plan. On graduating from

Harvard Dean and Livingstone launched their first Tough Mudder event in May 2010 attracting 4500 participants Transformational leaders "energize others with visions and strategies of how to refocus and revitalize the larger organization so that change meets people "enduring needs" They challenge and inspire with a sense of purpose and excitement and they create a vision and communicate it while accepting feedback and suggestions. Makes subordinates aware of their own needs for personal growth, development, and accomplishment and motivates workers to work for the good of the organization, not just for their own personal gain or benefit.

Makes subordinates aware of the importance of their jobs are for the organization and how necessary it is for them to perform those jobs as best they can so that the organization can attain its goals. Stimulate and inspire their followers to achieve extraordinary outcomes and, in the process, develop their followers' own leadership capacity. Characteristics of Transformational Leaders include idealized Influence: provides vision and sense of mission, instills pride, gains respect and trust. Inspiration. communicates high expectations, uses symbols to focus efforts, expresses important purposes in simple ways (Robbins et al , 2012·21)

Intellectual Stimulation· promotes intelligence, rationality, and careful problem solving Individualized Consideration· gives personal attention, treats each employee individually, coaches, advises.
The prime assumption is; that people will willingly follow a leader who inspires them. The vision and passion of one man can transform his followers and together they can achieve great things Energy and enthusiasm are the tonics that get things done.

Transformational leadership is a style of leadership where a leader works with subordinates to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group. Transformational leadership serves to enhance the motivation, morale, and job-performance of followers through a variety of mechanisms, these include connecting the follower's sense of identity and self to a project and to the collective identity of the organization; being a role model for followers in order to inspire them and to raise their interest in the project, challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, allowing the leader to align followers with tasks that enhance their performance(Hodgkinson, 2002:57)

Transformational Leadership possess extensive on performance, productivity, job satisfaction, stress and morale. It aims to inspire and simulate followers to obtain wonderful results and in the meantime develops followers own capacity of leadership The role of transformational leader is to motivate followers to connect to vision of the leader and share the value of the leader. Transformational leader causes employees under the authority aware of significance of their work are for the company and how important it is to do those jobs in the best way so that the company can achieve its objectives and goals. It encourages employees to work for the well of the company, not only for their own benefits and personal gain. Causes employees under the authority aware of their accomplishment, development, and their own needs for personal growth

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Acknowledge sources of information

Transformational leader develops a vision and share it with others in the meantime taking suggestions and feedback. Transformational leader encourages and challenge with an idea of excitement and purpose They excite others with strategies and vision of how to revitalize and refocus the bigger company so that change meets people needs Leadership is an impact relationship between followers and leaders who plan outcomes and real changes and that are reflecting shared purposes. Leadership includes integrity, personal responsibility, followers, intentions, shared purpose, change, and influence.

Nowadays managers must also be leaders, they have an obligation for the output of their subordinates To achieve the 'what and by when', leaders should give members of the team the resources and wherewithal essential to achieve their jobs satisfactorily Hierarchy is not only about reporting to one another Leadership has to do with developing a stream that has value, where leaders provide value to decision-making and problem-solving of their teams. The success of the managers relies on their capacity to support, lead and give resources so followers can be able to achieve their goals. Nowadays organizations are more horizontal and frequently virtual in nature and are totally different from traditional companies of the previous century.

Types of technology, supported by automated procedures and processes, and information systems, control work-flow nowadays, and they have allowed organizations to communicate more efficiently and effectively than before Most goals may be achieved with a smaller amount of people, virtually removing the old business models. Emotional Intelligence and Leadership: Solid decision-making, critical thinking, effective communications and relationship building are at central of being a leader that is effective, this requires a high emotional intelligence level (Fernandez, 2014·37).

Emotional intelligence is referring to abilities of a person to successfully manage, understand, identify and perceive emotions in self and other people. When managers are not understanding their own emotions, managers will have difficult time understanding how their emotions are affecting other people and how important to handle their relationships. Emotional Intelligence components involve relationship management, social awareness, self-management and self-awareness. According to the leadership definition, it could be hard to influence relationships effectively, and influence people for the improvement of purpose without possessing a high emotional intelligence level

CEO Will Dean recognizes that sustaining Tough Mudder 's growth and market leadership will be an ongoing challenge Staying ahead of the competition involved two major activities at Tough Mudder First, meticulous attention to customer feedback, through customer surveys, on-site observations and following social media communities, Tough Mudder continually sought clues to how it could improve the experience of its participants. Second was the continual development of obstacles and course design (Goleman, 1996·83)

You need to be more concise !

Question 3.1

Microsoft and Nokia brand has not been able to compete with Samsung and apple, affecting change management in terms of steering. The way forward, the capabilities to change, commitment

The 4 basics of change management. Effective change management requires clear perception of need, the way forward, the possibility to change and commitment What is the problem and adopt SWOT? Change within the organization, change flows within from the head of the organization, change like culture flowing from the top *Avoid !.*

Can you drive change from middle up? Or from the bottom of the organization? Like a pyramid.

Driving change from the bottom up, it does not work the board is always e.g. SETA Sector education, seta health environment, when you try to drive it from the bottom up it does not work, the company was always under administration until it had to change from top to bottom. The people at the bottom they follow the leader, for e.g. African bank after in went to curation, the curator with the reserve bank took boulders decision to replace even the founding CEO and his entire board because they felt nothing would change if the founding CEO and the original founder were still there so that was area (Erasmus et al., 2005:46)

Why?

It would have been better if they looked at complexity of the company itself Nokia it terms of , they had the market share ,they were large, if you look at it in quite detail they were not extremely hierarchical it was more flattened matrix structure ,organizational structure but that matrix structure became extremely complacent in thinking that it dominated the market and it can be there forever so when looking at the change management we must look at those things ,what is important is the commitment from the top ,giving the values, the proper value system ,because if you do not do a proper value system you are not going to change and what values are you trying to change ,is it something that is going to be serving the large majority of people ,or serving the employees if that is the view of employees being simply convey of that

Relevance

Once an organization developed a strategy blue ocean that has a business model that is profitable, it should implement it There is execution challenge that is existing for every strategy. Organizations similar to individuals frequently have hard time translating an idea to action, whether in blue or red oceans. There are Four Basic Strategies of Change Management Rational- Empirical· Humans are rational and can follow self-interest when it is revealed to themselves. Change depends on providing of incentives and communication of information. Normative- Reductive. Humans are very social and can adopt to cultural values and norms (Denzim et al., 2003.34).

Change depends on reinterpreting and redefining existing values and norms, and creating commitments to new values and norms. Power-Coercive· Humans normally comply and they can normally follow instructions or should be made to do so. Change depends on the imposition of sanctions and exercising authority. Environmental- Adaptive: Humans oppose disruption and loss but they adhere readily to new environment. Change depends on creating a new company and slowly moving people from the old company to the new company.

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Factors in Selecting a Change Strategy: There is no change strategy that is single You can adhere a general or a "grand strategy" for every initiative that is given, mix of strategies can serve you served. That of the prior strategies to utilize a mix of strategies is a decision impacted by various factors Following is the few of the most vital ones they are Degree of Resistance: Powerful resistance explain a coupling of environmental- adaptive and power-coercive strategies Weak concurrence or resistance explain a mix of normative-reductive and rational-empirical strategies (Goldman, 1970 65)

Target Population: Populations that is large argue for a combination of all 4 strategies, it is something for anyone so to speak The High Stakes. Stakes that are high argue for a combination of all 4 strategies When there are high stakes nothing should be left to chance. Time Frame· Longer time frames argues for a rational-empirical combination. Environmental-adaptive and Normative- reductive strategies. Short time frames argue for strategy of a power-coercive Expertise: To have enough expertise to make change argue for a combination of the strategies mentioned above

Goldman (1970) argue that he expertise results absence is dependent on the strategy of power-coercive. The three Step Model of Change: idea of change implementation terms of the next three sequential steps. Step 1· Unfreezing the present level This step is the stage where members of the organization accept the need for change. Then next there is intentional action including meetings, presentations and discussions that aim to develop commitment and awareness so as to 'unfreeze' existing behavior and attitudes

Force field analysis is a method that boost 2 sets of forces working in every social setting when the unfreezing phase is taking place. These are "driving forces" namely that are supporting change and "restraining forces" that are attempting to keep the status quo. Hence to make change managers must increase the power of driving forces and on the other hand decrease the strength of resisting forces. Step 2: Changing / Moving: When the negative forces are reduced, the following step is to drive the company towards the state that is desired

This includes actual execution of operational mechanisms and desired systems. Once this stage is successfully achieved the following step is to stabilize related behaviors and the positive change programme Step 3: Refreezing. This stage includes positive reinforcement of desired results that encourage the internalization of new behaviors and attitudes At this point change process change process is assessed to make certain that new manners of doing such are internalized by all stakeholders (Erasmus et al. 2005 322)

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Question 3.2

I would attempt to have senior team lead meeting, a teleconference and say this is coming ,this is what we may be doing and then following it up later by an email in a different format ,depending on the geographical size or the size of the organization ,if the organization has one geographical office I would call them in a room and have the discussion with them ,in the room first ,then followed by email to everybody else and basically groom senior team of what to say and what not to say because the wrong message causes the collapse (Goldman, 1970.63).

Would I have sent that memorandum if you were the CEO, no maybe just change the wording for positive outcome. The option of rather than sending it to the Nokia is worldwide, it becomes difficult demographically ,having a technology that is having a meeting a skype or conference call with the senior management before sending a mail saying this is what is going on ,the rumors already went out In a research there is a comment that, that document would fail eventually, leadership structure was not appropriate looking at the case ,current case whether it was a correct step or not yes email, and also use a different approach .

From a strategy perspective, Elop decided that radical strategic change was required. The difficulty was that any admission of problems would potentially harm Nokia 's business and reduce morale within the company But he decided to go ahead· the situation was too serious He concluded that there was a lack of accountability in many parts of the organization. The message pointed out that Nokia was years behind 'its rivals and the gap would increase unless a huge effort 'was made to transform the company (Erasmus et al., 2005·322).

The first iPhone shipped in 2007, and we still do not have a product that is close to their experience Android came on the scene just over two years ago, and this week took our leadership position in smartphone volumes. Unbelievable 'Comparing the company to an oil worker on a blazing oil platform, we too are standing on a burning platform and we must decide how we are going to change our behaviors. We have multiple points of scorching heat that are fueling a blazing fire around us

Question 3.3

Culture changes the climate of the organization Changing culture has various affects, nobody said it is good, it could be far worse, it could lead to closure An example of a company where the boss like complexes took the wrong strategic decision that led to closure and bankruptcy is the SABC in terms of COO, and something that is popular is digital cameras that used by people in their phones for example KODAK invented the digital cameras.

KODAK is the original inventor of the digital cameras ,same technology obviously enhanced now by apple whole lot of smart phones ,manufacture is the same technology invented by KODAK and KODAK board said no people would prefer to physically hold something and see the photos as opposed to view it on a screen and they took a decision that they would sell the technology and not use the technology and they sold the technology of the digital camera to the digital world ,and those technologies such as mart phones ,because they preview that if you wanted to see the photo of your son or child ,you want to physical hold it, so you can see it instead of using in screen (Goleman, 1996.98) .

The typical example of the company that had invented it and decided not to use it rather than sell the technology and now look at it, it is not existence, there are franchises, stores of Kodak but it is not the same ownership, it is not the same shareholders, the shareholders have basically gone bankrupt when they sold the technology. Organizational culture is a basic assumptions pattern, developed, invented or discovered by a given group, as it is learning to deal with challenges of internal integration and external adaptation, that has been working well enough to taking into consideration as a valid and, hence is to be taught to members that are new as the proper way to feel, perceive and think in relation to such challenges (Fernandez, 2014:88).

The Twelve Dimensions of Climate

1. **Orientation** Member's principal concerns (control, excellence, etc.)
2. **Interpersonal relations** Examples of dependency and cliques
3. **Supervision** Supervisors' influence on employee motivation
4. **Problem management** Leaders' attitudes towards errors of subordinates
5. **Management mistakes** Leaders' attitudes towards errors of peers
6. **Conflict management** Processes used to resolve conflict
7. **Communication** Prevalent styles and characteristics of communications.
8. **Decision-making** How decisions are made and by whom; how the decision-making process affects relationships
9. **Trust** Who trusts whom for what?
10. **Management of rewards** What types of behaviour are reinforced?
11. **Risk-taking** The organisations' way of handling risky situations
12. **Innovation and change** Who is responsible for instigating change, by what methods, and to what effect?

Relevant

Fernandez (2014 35) states organizational climate is less hold within than culture and in addition is measured more readily. Organizational Climate is related to culture because organization climate is a measure of expectations of the people's, meeting the expectation degree, and what it could be like working for a company. What organization climate is really measuring is the fit among the individual values of the employee and the prevailing culture.

When the employees have accepted the values of prevailing culture, the fit is awesome Else it is the poor fit and performance and motivation and can suffer Organizational climate is in relation with set of perceptions that is held by members of the organization regarding the quality and characteristics of the organizational culture Climate is the other way of measuring culture down to Schein's preconscious values level. There 4 kinds of organizations and they are Benevolent- Authoritative, dubbed Authoritative, Consultative, and lastly, Participative-Group (Goleman, 1996.98)

Relevant

Emotive connotations are evoked by such labels later they changed them easily to be System One; System Two, System Three and System Four. Integrating Strategy and Culture. Relationships between among the activities of business of a company may explained best by concentrating on the organizational culture that has an impact on how good a company functions It refers to the normal culture in a company, shows a set of values, norms, and beliefs jointly with symbols that are representing unique character of a company and give

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the idea for action by it and in it. Culture is precisely shaping workplace and may either be a weakness or strength in a company. It is vital that culture and strategy work together Organizational culture is a shared meaning system held members that by members that differentiate the company from another companies(Kaplan et al., 2005:87)

The intrinsic nature of an organization's culture may be represented in 7 primary characteristics ,they are Stability the degree where organizational activities highlight keeping the status quo in opposition to growth Aggressiveness. the degree where humans are competitive and aggressive and instead of easy-going. People orientation the degree where the decisions of the management takes into account the impact of results on people in the company

Team orientation· the degree where activities of the work are arranged among teams instead of individuals. Outcome orientation: the degree where management concentrates on outcomes or results instead of processes and techniques utilized to obtain them Attention to detail the degree where workers provide detail, and they are supposed to exhibit analysis, attention and precision in detail Risk taking and Innovation to what degree employees are inspired to take risks and to be innovative (Mason, 2007·25)

[handwritten annotations:]

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You have (again') not answered the question !

Culture as a Facilitator ?
Inhibitor ?

This is not acceptable !

5. Conclusion

Was this asked for?

This assignment discussed the important aspects and concept of all the existing routing protocols in Strategic and Change Management We explained it in terms of strategy that must be aligned to the business strategy. We indicated why is Strategic and Change Management was important We discussed SWOT analysis of Fage We identified the strategic options available to Fage and recommend a course of action for Fage, by giving detailed justification for recommendation We describe Tough Mudder 's strategy and discussed the reasons why the strategy has been successful, outline the challenges and opportunities currently facing Tough Mudder and discussed how Tough Mudder should adapt its strategy to meet the identified challenges and exploit the identified opportunities. We looked at the characteristics of strategic leadership exercised by Will Dean and indicated effective change management that requires a clear perception of need, a way forward, the capability to change and commitment, this paper explained transformational leadership style and discussed the relative applicability of this leadership style. We evaluated emotional intelligence as an essential trait of leader/leadership.

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