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##### GHANA TECHNOLOGY UNIVERSTY COLLEGE/COVENTRY- Section A -To be completed by the student – PRINT CLEARLY

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| Time taken (hrs) (per student for group coursework) | | | Faculty Date Stamp  (or signature and date) |
| **Lecturer DR. STEPHEN ASUNKA** | | Lab group / Tutorial group / Tutor (if applicable) | |
| **Module Title *IS/IT* CHANGE MANAGEMENT** | | Due date: **23RD JUNE 2018** | |
| **Assignment No. / Title INDIVIDUAL ASSIGNMENT**  **COURSEWORK 2** | | Extensions & late submissions allowed: | |
| Estimated Time | Assignment type; Individual / Group  **INDIVIDUAL TAKE-HOME ASSIGNMENT** | % of Module | Hand out date:  **23RD JUNE 2018** |
| Penalties: Marks will be reduced by 10% of the original mark for every week late. No work will be accepted that is more than two weeks late. If you are unable to submit coursework on time due to extenuating circumstances you may be eligible for an extension. | | | |
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##### Section B - To be completed by the assessor

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| Intended Learning Outcomes assessed by this work. | | | |
| Marks breakdown | | Max | Awarded |
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|  | Date: | Total  100 | Total |
| Extension Agreed until:  Programme Leader Signature: | Penalty Due:  (Yes / No) | Penalty | Final Mark |
| Signed internal moderator: | This work may have been moderated. You may find additional comments in the work. | | |
| This section may be used for feedback or other information by the lecturer: | | | |

**MODULE TITLE:** ***IS/IT*** CHANGE MANAGEMENT

**MODULE CODE:** GTUM40EKM

**MODULE LEADER:** DR. STEPHEN ASUNKA

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**ASSESSMENT TITLE:** INDIVIDUAL ASSIGNMENT

**ASSESSMENT NO**: COURSEWORK TWO (2)

**STUDENT NAME:** LEONARD ATO DAPATEM

**STUDENT ID:** 05AG0118091

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# **EXECUTIVE SUMMARY**

# **INTRODUCTION**

In 1996 the organisation began modestly aircraft to five western Canadian cities as a regional carrier flying three Boeing 737-200. More than 90 Boeing by 2011 next generation 737 aircraft serving 85 destinations and hired over nine thousand workers in 18 countries the airline boasted a fleet. Over the years WestJet’s success information technology had played a significant role. Around the business the structure, IT organisation and staff had grown. In early 2011 Cheryl Smith was contracted. Smith was appointed as CIO and executive vice president following meetings with the CEO of WestJet and other senior executives.

According to (Burnes, 2004) both at strategic and an operational level change of organizational life is an ever-present feature. For organisation change management in their effort to reach out to new horizons is therefore a significant process and new dispensations within environments in which they operate where they can find more harmony (Bengat, et al., 2015). Accordingly, organizational change cannot be divided from organizational strategy, or vice versa (Rieley & Clarkson, 2001) (Burnes, 2004).

# **QUESTION ONE**

# **When Cheryl Smith, the new CIO, arrived at WestJet, she was asked by the CEO to advise on the state of IT at the company. Propose any applicable IS/IT change management issues that you think Cheryl Smith should highlight in her response to the CEOs concerns.**

The state of IT at WestJet which Smith advise the CEO include the following:

* **IT organizational structure:** WestJet had a silo-based model with numerous groups and each group working on a particular core function (planning, building, working, maintaining and governing). Issues with this structure were, no particular group could be considered responsible for a particular specialty unit, no transparency of information and rivalry among business units for IT resources.
* **Location of data centre and backup data centre:** WestJet data centre is found contiguous a runway and any setback will impact the progression of IT activities in the firm. Debacle recovery and security technique ought to be detailed as early as possible. Disaster recovery and security are must for any organization that uses IT as a hostile device and can't bear to have a downtime.
* **IT budgeting/planning:** Monthly meetings were held between business unit VPs and IT VP to plan assets and organize yet the failure of business unit VPs to organize caused overburdening of IT office bringing about longer execution time for projects.

As suggested by (Laurentiu, 2016) the internal influences of WestJet the effects of technological changes for organisations to be profitable it requires for management to assess. Within an organisation when new technology is implemented, according to new processes it proves to be effective only if workers are trained. To increase effective organisation, it is necessary for WestJet to implement new system and processes through which guarantees that leads new technology. Employees in WestJet may be working in teams to attain increased productivity.

The issues Smith will include in this concerns will include: resistance from internal IT personnel, senior IT staﬀ and lack of cooperation in implementing the new IT governance and organization , skill enhancement and retraining which would imply.

**QUESTION TWO**

# **In organising her assessment, Cheryl Smith undertook to provide a comprehensive answer to her initial assignment, i.e. to inform the CEO and senior management regarding the overall quality of their IT operations. Critique her assessment of the apparent problems.**

In view of the restrictions and failures of this procedure, VPs were baffled with the way that everything with IT took longer than guaranteed. On the other side, IT rebuked the business for their absence of prioritization and planning about the activities. The absence of coordination in this circumstance was not supportable later on in light of the fact that the steadiness of the connection amongst IT and the specialty units was at risk.

The real quality of this evaluation is that Cheryl could distinguish the issues that are key for WestJet to boost and adjust IT to the business system and in addition to increase the value of the organization. Besides, Cheryl has begun to act and take astute choices without giving herself to feel a chance to be overpowered by the circumstance or by other individual's choice, so she can have a precise picture of the business and also the effect of its activities.

According to (Kotter, 2007) in renewing companies we have relatively possibly often make at least one big error even proficient people.

* **Not Establishing a Great Enough Sense of Urgency**

At an organisation market position, competitive situation, financial performance and technological trends when groups and individuals start to look hard most successful change efforts begin. Senior management often comes a paralyzed from having too many managers and not plenty leaders. To keep the current system operating management mandate is to minimize risk. Change by definition creating a new system is required, which demands leadership in turns always.

* **Not Systematically Planning for, and Creating, Short-Term Wins**

If there are no short-term goals to celebrate and meet real transformation takes time, losing momentum a renewal effort risks. In 12 to 24 months the workers in WestJet won’t go on the long march unless they see compelling evidence that the journey expected results is producing. The workers in WestJet without short-terms wins will give up or vigorously join the other workers who have been resisting change.

# **QUESTION THREE**

# **Hypothesize how Cheryl Smith could use McFarlan's Strategic Impact Grid to help senior management better understand the importance of IT's role in the organisation in terms of its existing operating systems and future systems.**

There are different ways for Smith to enable senior management to better comprehend the significance of IT's part in the association as far as its current working frameworks and future frameworks. The Strategic Grid for IT from McFarlan and Richard Nolan is an instrument that can be used to survey the current operational reliance on data frameworks (low, high) versus the future potential key effect of data frameworks (low, high). Blending the two perspectives in a framework brings about four conceivable mixes which are support mode(defensive), factory mode(defensive), turnaround mode(offensive) and strategic mode (offensive) (Nolan & McFarlan, 2005) .

* **Support Mode (at present low, low later on as well).** These associations have a little requirement for advancement and don't especially require very dependable data framework. These hierarchical are normally innovative adherents, executing just standard, will know IT arrangements. For these Companies," IT doesn't make a difference. If a system goes down WestJet won’t suffer terribly though IT is used in these areas.
* **Factory Mode (as of now high, low later on).** Despite the fact that these Organization have no extensive requirement for advancement, they do require very solid data frameworks. A large portion of their centre business is bolster by on-line framework that ought to stay operational at untouched. Run of the mill case of association working in plant mode is Airline reservation framework. For WestJet since business continuity in information technology operations is vital the CEO and senior executive’s neds to make sure the security measures and disaster recovery are in place.
* **Strategic Mode (high, high).** Here data innovation is significance in light of the fact that these associations require very solid data framework and have an expansive requirement for development. These association need to re-establish their association framework to fast pace, staying aware of the innovation and the utilization of data innovation by contender.
* **Turnaround Mode (as of now low, high later on).** IT will be a key element of future strategic planning. Turnaround state of mind is regularly an impermanent circumstance. Mostly when competitive advantage is at stake strategic IT plans must proceed on budget and on schedule.

# **QUESTION FOUR**

# **Briefly summarize why Smith's solution might engender resistance from both senior managers and the IT group and discuss the change management strategies that Smith could apply to defuse the resistance of staff to change.**

# **Purposes behind Resistance to Change**

Despite the fact that change administration choices are regularly made at the C-level, it's still vital to have whatever is left of the workers purchased in to the change. Having representatives who are against what will be transforming from the begin is a noteworthy misfortune and one that should be managed precisely keeping in mind the end goal to be effective with the change administration.

According to (Mullins, 2005) from both senior managers and IT group the forces against change include the expectations and disregarding the needs of the WestJet members, about the nature change providing insufficient information and the need for change is not acknowledging. Consequently, the workers of WestJet may show fear and anxiety over such matters like loss of job satisfaction, loss of individual control over work, job security, working conditions changes and employment levels (Boohene & A, 2012). Within organisations some common reasons for change resistance also include habit, inconvenience or freedom loss, resources limited and organisational structure (Robbins & Judge, 2009) .

* **Job Loss**

Occupation misfortune is a noteworthy reason that representatives oppose change in the work environment. In any business, there are always going to be things moving and changing, regardless of whether it is because of the requirement for more proficiency, better turnaround times, or the requirement for the representatives to work more intelligent. With every one of these requirements comes the open door for the organization to cut back or make new employments, and this is the place the dread of occupation misfortune becomes possibly the most important factor.

* **Lack of Trust**

Trust is a fundamental apparatus to have when maintaining an effective business. In associations where there is a considerable measure of trust in administration, there is bring down protection from change. Shared doubt amongst administration and representatives will prompt the organization going into a descending winding, so trust is an absolute necessity.

* **Poor Communication and Engagement**

Correspondence understands all ills. In any case, an absence of it makes a greater amount of them. This is another essential motivation behind why representatives restrict change. How the change procedure itself is imparted to the workers is imperative since it decides how they respond. On the off chance that the procedure of what should be changed, how it should be changed and what achievement would look like can't be imparted, at that point opposition ought not out of the ordinary. Workers need to comprehend why there is a requirement for change, on the grounds that in the event that they are simply tossed the idea that what they have been utilized to for quite a while will be totally redesigned, with that will come much backfire.

# **How to Overcome Resistance and Effectively Implement Change**

As suggested by (Kotter & Schlesinger, 2008) (Islami, 2015) the strategies Cheryl Smith adopted to overcome senior managers and the IT group resistance such as:

* **Education and Communication**

To know the modification and problems with communication and education is supposed that WestJet members to know the aims and treat them with the purpose. Education comprises communication and training. About the nature of the change every WestJet employees needs to be educated, its benefits, its rationale and the implementing ways.

* **Participation and Involvement**

Resistance to change when the employees of WestJet who are affected by are allowed to involve in the organisational change in the implementation and the design of the change resistance can be evaded or at least minimised.

# **Change Management Strategies**

The Smith adopted the 10 principles of change management (Jones, et al., 2004).

* **Address the “human side” systematically**.

Any important transformation creates “people’s issue”.

The company transformational changed to move to Sabre reservation system widely used by many airlines and travel agencies throughout the world. The IT staff in WestJet may resist and uncertain the change. Following a meeting by the CEO and senior executives Smith was appointed as executive vice president. Both strategic and informing making decisions and full integrated change approach was design.

* **Start at the top.**

Smith will be looking to the WestJet CEO and senior executive’s strength, direction and support.

With one voice to achieve success senior executives and the team must speak one and it terms of difficulties hold to the change approach and in WestJet keep on motivating the rest of the rest.

* **Involve every layer**.

Because the change initiative is vital Smith in adapting to new change must involve both frontline and midlevel staffs of the company.

* **Make the formal case**

In manner Smith will confirm genuine commitment to their cause should not only involve and implement selections due to visons and proper business but also confront staffs of WestJet.

* **Act your way into new thinking**

To deliver the new strategy message the Smith it is mandate to become communicator. The staffs of WestJet will start to shift their actions when the company new bonuses and directives in place. Intended to do so the staffs and the senior executives who work on cross functional since the chat lines show will work together.

* **Communicate the message**

Occasionally the management make the error of thinking that the staffs know the problems, feel the need to change and new direction. Smith might communicate to the staffs of WestJet about the right information at the right time through multiple redundant channels to solicit their feedback and input.

* **Asses the cultural landscape**

At all resulted of organisation’s mistake the culture is assessed too late or not. Smith can identify the conflict and defining issues that have influenced the sources of leadership and resistance.

* **Lead outside the lines**

With authority and power in company cascade when every staff of WestJet is involved. Smith to achieve the said change recognized those staffs earlier and added them as participants and guides.

* **Prepare for the unexpected**

Change involve reassessment in effective manner the continues of its readiness and impact of the company’s ability to transformation next wave take over. Thus, supported information with data from the field, Smith can maintain momentum and drive results to make the necessary adjustment.

* **Speak to the individual**

Smith during the change process involved everyone in the WestJet company. Reinforcing change dramatic and embracing he adopted extremely visible reward such as promotion, incentives and bonuses. He also understands the staffs matter of the company and appropriately considered change as both institutional journey and personal.

# **Conclusion**

For WestJet to stay competitive it needs to adapt to today’s world business procedure. Organizations of various types always experience change, because as enterprises develop, organizations need to advance. Changes, such as changing to another HR design can influence your business inside and out, yet that doesn't really imply that it needs to change for the most exceedingly terrible. Change should be managed in a viable and mindful way, and if done accurately, it will genuinely profit the organization and make it a smooth progress.

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