

1.7C: Organisational Planning Tools: Activity

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1.7 ORGANISATIONAL PLANNING TOOLS: ACTIVITY C

Read the case study below and answer the questions that follow.

CONSTANT CHANGE A FEATURE OF MODERN INDUSTRY

Britax has undergone many changes in the last few years. The business grew out of a diverse group of companies. The Britax name and brand was adopted at the end of the 1990s when the business decided to concentrate its efforts and sold off some of its activities. It now focusses on child safety seats and designing and building aircraft interiors. Sales of

child safety seats have been boosted by recent developments in the law, while air craft interiors are a niche market with four international competitors. Overall, turnover of Britax's aeronautics division has grown from \$20 million to \$150 million in six years despite intense competition and an aircraft building industry that fears a fall in aircraft orders.

Britax has just introduced a complex and expensive computer system to manage its production resource planning. Stock levels have fallen dramatically and productivity has improved. But the change involved changes in many people's work practices and skills. As with all changes of this nature the crucial key to success lies not with the product but those who use it. "People react in different ways to change" said the company's business systems manager. "How people approach change is a critical factor. A big factor in managing this is to build a strong project team. The right people need to be involved from the start. The next step is training and communicating the need for change. We spent a great deal of time and effort in this area and it was well worth it."

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QUESTIONS: 32 MARKS, 55 MINUTES

1. Explain why it is likely that will be almost constant change occurring within businesses such as Britax. **[4 marks]**
2. Outline two ways in which Britax reduced resistance to change. **[4 marks]**
3. Analyse how force-field analysis could have helped during this change. **[7 marks]**
4. Evaluate the most important stages in the process of implementing and managing large-scale changes within a business. **[10 marks]**