# ST. MARY'S UNIVERSITY

## BUSINESS FACULTY

## DEPARTMENT OF MANAGEMENT

## ASSESSING CHANGE MANAGEMENT PRACTICE (BSC)

## IN ST. PAUL HOSPITAL

## BY

## SELAMAWIT ANDERGA

JUNE 2012

SMU

ADDIS ABEBA

# AN ASSESSMENT OF CHANGE MANAGEMENT PRACTICE (BSC) IN ST PAUL HOSPITAL

## A SENIOR ESSAY SUBMITTED TO THE DEPARTMENT OF MANAGEMENT BUSINESS FACULTY

## ST. MARY'S UNIVERSITY COLLAGE

## IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF BACHELOR OF ARTS IN MANAGEMENT

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## APPROVED BY THE COMMITTEE EXAMINERS

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**EXTERNAL EXAMINER**                         **SIGNATURE**

# CHAPTER ONE

## 1.1 BACK GROUND OF THE ORGANIZATION

Change refer to making different .major challenge facing the organization is to manage effectively in many sector of economy organization must have the capacity to adapt quickly in order to survive (Andrew p:2001; 29).

Balanced score card is an advanced and result based measurement tool by doing so we can develop performance based culture in another word organization led or an employee adapt new set of culture values and priority to measure result.

BSC balanced score cared accelerate and promote the result we have been achieved through BPR by aligning it result with strategy management and measurement system.

There are various places within the organization domain where change can be brought .the major change organizational change is to altar the behavior of individual within the organization and an organization may not be able to change its stratagem to for adapting to its environment unless its un embrace behave differently in their relation shape with one another and their job.

The st.paul hospital is the second largest hospital in Ethiopia .the hospital was bullet by emperor Halle Silase in 1969 within the help of Germen Evangelical church  its aimed at to serve the poor .with regarding to its organizational stricture the hospital has several department like internal medicine, neurologist, gene real  surgery  ENT etc...

In this research the researcher aimed at to investigate the practice of (BSC) balanced score cared in st.paul hospital and to identify issues related to these change. Balance score cared is a tool three things communication tool measurement system and strategic system and management system .all of these represent significant change in how the organization gauges its success hence balanced score cared is more than anything which represent a change initiatives.

## 1.2 STATEMEANT OF THE PROBELAME

Running an organization without attentively following each and every step expose it failure in attaining its goal like any special part a change in BSC practice is an important factor and also applying this new system in there respectful organization can be big step towards success or failure .

The design and implementation of BSC practice focus on its most important thing (employee, customer)is an important factor for visualizing and communicating an organization long term strategic intent is conceptual frame work for translating an organization strategic objective in to a set of performance indicator.

When implementing balanced score cared the organization face luck of coordination, poor networking and poor perception so the researcher undertake the research in order to see how the organization managers and employees reaction to the practice of Balanced scorecard and hopefully to find a better solution for the organization bad side.

## 1.3 BASIC RESEARCH QUESTION

1. How successfully is BSC is implemented in St.Paul hospital?

2. To what extent management and employee committed to the change?

3. What are the major problem facing the organization?

4. What improvement achieved so far?

## 1.4 OBJEACTIVE OF THE STUDY

## GENERAL OBJEACTIVE

 The general objective of this paper was to assess the practice of balanced score cared in St.Paul hospital.

## SPACIFIC OBJEACTIVE

1. To investigate the improvement achieved so far.

2. To investigate the problem facing the organization.

3. To describe the commitment of the change in the organization.

4. To describe how successful BSC is implemented in St .Paul hospital.

## 1.5 SIGNIFICANT OF THE STUDY

I believe these study has several significant firstly the study wile serve as a base for other researcher in related area .secondly, it help the researcher to acquire basic experience ,knowledge and benefit in host by advancing one step forward through these paper.

## 1.6 DELIMINATION OF THE STUDY

The delimitations of the study focused on the practice of change management practice in the case of the employees and managers who are working in the st.paul hospital and the hospital has no branches .the study wile analyzed the practice of change practice from the year 2003E.C to 2006E.C.

## 1.7 RESEARCH DESIGN AND METHODOLOGY

## 1.7.1 RESEARCH DESIGN

The research design used in this research is descriptive survey. This is because it describe the actual event **as** they exists.

## 1.7.2 POPULATION AND SAMPLING TECHNIQUES

The population of the study take 405 of the employee .the researcher used 20% of the employee for the research by using stratified sampling technique .to provide equal chance for the strata the researcher applied simple random sampling technique**.**

| NO | Department | No of employee | percentage | Sample size |
|----|-----------|----------------|------------|-------------|
| 1 | Medical doctor | 60 | 20% | 12 |
| 2 | Nurse | 240 | 20% | 48 |
| 3 | Pharmacist | 21 | 20% | 5 |
| 4 | Radiographer | 3 | 20% | 1 |
| 5 | Fiancé | 15 | 20% | 3 |
| 6 | Administration | 51 | 20% | 11 |
| 7 | Human resource | 15 | 20% | 3 |
|  | total | 405 | 20% | 119 |

## 1.7.3 TYPE OF DATA COLLACTED

The research is conducted by using both primary and secondary data. Primary data:-these are taken frame distributing questionnaires and interviewing the managers.

Secondary data:-the researcher took these data both from internal and external source.

Internal source:-include various types of data which are prepared by the company like file brushier.

External source:-include academic book websites.

## 1.7.4 METHOD OF DATA COLLACTION

The relevant technique for gathering data in this research paper was questionnaires was given to managers and interview was conducted in the hospital to some managers.

### 1.7.5 DATTA ANALYSIS

The raw data gathered when processed and analyzed through tabulation, frequency count and percentage method.

### 1.8 LIMITATION OF THE STUDY

The limitations are lack of enough time limitation of finances some of the questionnaires was not returned when conducting this study.

### 1.9 ORGANIZATION OF STUDY

First chapter covers background of the study statement of the problem research question objective significance and delimitation of the study and research design and methodology the second chapter deal with related literature review on practice of BSC the third chapter talk about the data analysis part final conclusion and recommendation are discovering in chapter four.

# CHAPTER TWO

## 2.1 REVIEW OF RELATED LITERATURE

## 2.1.1 CHANGE MANAGEMEANT

Change management is an essential tool in an organization today .where change is the new statuesque and organizations have to adapt quickly to rapid changes in the environment. In effectively managing the people involved in changes leads to the failure of projects and programs that otherwise deliver technically excellent result.

Managing change is a team effort requiring business as usual and those instigating change to work together before during and often long after the change has been implemented.

The four key factors for success when implementing change within an organization are

1. *Pressure for change*: - demonstrated senior management commitment is essential

2. *A clear shared vision*:-you must take everyone with you. This is a shared agenda that benefits the whole organization.

3*. Capacity for change*: - you need to provide the sources time and finance.

4. *Action and performance*:-plane do check act and keep communication channels open.

Before looking at the four factors for success, recognizing the four factors for failure in managing change can help identify problems more rapidly and can show where initial action is concentrated:

1. Lack of consistent leadership

2. Demotevated staff kept in the dark

3. Lack of capacity: budget cuts no spend to save policy short term approach to investment stressed out staff working hard just to stand still.

4. Lack of initiative to do something different.

These for factors for failure then lead to the tread mill effect setting up a vicious circle:

1. No time for reflection planning and learning

2. No improvement in design and implementation

3. In creasing need to do something

4. Increasing failure and unplanned consequences.

(A.A city gove't administrative guideline unpublished)

## 2.1.2 IMPORTANCE OF CHANGE

Change well not disappears or despite technology, civilizations and creative thought will maintain there ever accelerating drive on wards. Managers, and the enterprises they serve be they public or private service or manufacturing will continue to be judged up on their ability to effectively and efficiently manage change. Unfortunately for the managers of the early twenty first centers their ability to handle complex situations will be judged over decreasing time scales.

The pace of change has increased dramatically; mankind wandered the planet on foot for centuries before the invention of the wheel and its subsequent technological convergence with the DX and horse. in one short century a man has walked on the moon satellites orbit the earth the combination engine has dominated transport and some would say society: robots are a reality and state of the art manufacturing facilities resemble senses from science fiction your neighbor or competitor technologically speaking could be u on the other side of the planet and bio-technology is the science of the future .The world may not be spinning faster but mankind certainly is

Businesses and managers are now faced with highly dynamic and every more complex operating environments. Technologies and products along with the industries they support and serve are concerning. Is the media company in broadcasting or telecommunicating or data processing or indeed all of them: is the supermarket chain in general retail or is it a provider of financial services? Is the television merely a receiving device for broadcasting or it part of an integrated multi -media communication package? Is the airline a provider of transport or the seller of wines

spirits and fancy goods, or the agent for car hire and sprits and fancy goods, or the agent for car hire and accommodation?

As industries and products converge along with the markets they serve, there is a growing relaxation that a holistic approach to the marketing of goods and service is required, thus simplifying the purchasing decision.

Strategic alliance designed to maximize the added value throughout a supply chain while seeking to minimize the added value, throughout a supply chain. While seeking to minimize costs of supply, are fast becoming the competitive weapon of the future control and exploitation of the supply chain make good commercial sense in fiercely competitive global markets. The package of what where once discrete products (or services) into what are effectively consumer solution will continues for the foreseeable future. (Robert and Mc calman: 2004:5).

## Programming Change

The realization of organization change requires effective planning or programming A change program should incorporate the following processes.

1. Reorganization the need for change:- The need for change is sometimes obvious as when results are not in line with expectations, things cleary are not working well or dissatisfaction is apparent,.
2. Setting Goals:- Defining the future state or organization conditions desired after change.
3. Diagnosing the present conditions in relation to the stated goals.
4. Defining the transition state activities and commitments required on meeting the future state.
5. Developing strategies and plans. (www.google.com)

## Lewis 3 step modals of the change management

## Unfreezing

Raised state of tension dissatisfaction with statuesque, climate adapted to minimize resistance it involve making the need for change so obvious that have individual, group or organization can readily see or accepts it. It is the process of creating a climate ready for change in this stage, the management realize that the current strategy is no longer approached and the organization must

break of or unfreezing its present mold as such it tries to make other people realize that some of the past ways of thinking feeling and doing thing are obsolete it consciences individuals and group that present conditions or behavior are inappropriate.

## Changing

Changing advocated and implementation begins, changes tested/adapted for desired results once the members have been prepared to accept change their behavioral patterns have too ne redefined. There are three methods of resigning individuals new patterns of behaviors. These are:

I. *Compliance*:- its achieved by strictly enforcing the reward and punishment strategy for good or bad behavior the fear of punishment or actual reward seems to change the behavior for the better.

II. *Identification*:- Identification occurs when the members are psychologically impressed upon to identify themselves with some given role of models, whose behavior they would like to adopt and try to become like them.

III. *Internaliztion*:- internalization involves some internal changing of the individuals though processes in order to adjust to new environment. Members are left along and given the freedom processes in order to adjust to a new behavior is developed and change is effe4cted through conscious. As a hole in these stage a new behavior is developed and change is effected through a conscious process as individuals seek to resolve the anixieties that surfaced during unfreezing stage.

## Refreezing

Behavior stabilized desired altitude and values internalized and reinforce. It means looking the new behavior pattern in to place by means of supporting or reinforcing mechanisms so that it becomes the new norm it is the process of institutionalizing the new state if behavior or work by rewards (praise etc).

## Making the Chancing Process Effective

The important aspects of Kantars Ten Commandments have been summarized as follow (Lovell 1994).

1. Analyze the organization and its need for change any change process should start with a meticulous understanding of how the organization work what ae its strength and weakness what are its relation ships with the environment and what are its needs to change.
2. Create a shared vision and common direction-one of the key first step is to unite the organization around a vision of the future.
3. Separate from the past:- This is a similar idea to Lewis's unfreezing process this is an absolute detachment from the past the organization must identify what aspects of its operations are no longer relevant.
4. Create a sense of urgency:- A séance of urgency seems to be impotant for the organization to unfreeze and develop suppor for the changes sense of urgency is accelerated as a result of crisis but preferably organization should be productive in their changes strategies and change before crises occur.
5. Support a strong leader (transformation leader):- several studies demonstrated that a strong leader is a factor to vision creation motivation the organization behind the vision and rewarding the strives towards its realization.
6. Line up political support: although leader ship0 is a carry important prerequistite for propelling change it is not enough in its own successful change need a broad bade support from all the stakeholders including those who.
7. Craft an implementation plan:- while visions are of paramount importance in effecting change the organization need information about what wile be done to achieve it.
8. Develop enabling stricture:- the old stricture and method of working are unlikely to be satisfactory to support and sustain the change process on there own enabling structure are system and structure which suppor the transforing process during the transition from the old to the new state.
9. Communicate, involve people and be honest wherever or whenever possible there should be open communications and the involvement and trust of people in the organization.
10. Reinforce and institutionalize the change mangers need constantelly to demonstrate their commitment to the change they should read the new desired behaviors and ensure they become part of normal day to day operation. (www.google.com/healthservice management planning)

### 2.1.3 STEPS IN MANAGED CHANGE

The first step in the change process is to identify the need for change and the area of change as to whether it is strategic change. Process oriented change or employee oriented change. This need for change can be identified either through internal factors or through external forces that may be in place once this need is identified the following general steps can be taken to implement such change.

### 1. DEVELOPE NEW GOALS AND OBJECTIVES

The managers must identify as to what new outcomes they wish to achieve. These may be a modification of previous goal due to change internal and external environmental or it may be a new set of goals and objectives.

### 2. SELECT AN AGENT FOR CHANGE

The management must decide as to who will initiate and oversee this change. A manager may be assigned this duty or even outside specialists and consultants can be brought in to suggest the various methods to bring in the change and change process.

### 3. DIAGNOSE THE PROLEM

It is important together all pertinent data regarding the area or the problem where the change is needed. This data should be critically analyzed to pinpoint the key issues. Then the solution can be focused on those key issues.

### 4. SELECT METHODOLOGY

Because of natural resistance to change, it is very important to chart out a methodology for change which would be correct and acceptable to all. Member's emotions must take into consideration when devising such methodology.

### 5. DEVELOP A PLAN

This step involves putting together a plan as to what is to be done. For example, if the company wants to develop and implement flextime policy, it must decide as to what type of workers will

be affected by affected by it or whether flextime should be given to all members or only to some designated workers.

## 6. STRATEGY FOR IMPLEMENTATIOIN OF THE PLAN

In this stage, the management must decide on the when and how of the plan.

## 7. IMPLEMEANTATION OF THE PLANE

Once the right timing and right channels of communications have been established the plane is put in to action. it may be in the form of simple announcement or it may require briefing session or in house seminars so as to gain acceptance of all the members and specially those who are going to be directed by change.

## 8. RECIVE AND EVALUATE FEEDBACK

Evaluation consists of comparing actual results to the set goals. Feed back will confirm if these goals are being met so that if there is any deviation between the goals and the actual performance but comes then corrective measures can be taken .(Sudan and N. kumar:2004:33-34)

## 2.1.4 RESISESTANCE TO CHANGE

Change will be resisted at least to some extent by both individuals and organizations .Resistance to change is baffling because it can take so many forms. Covert resistance may be manifested in strikes. Reduce productivity shoddy work, and even sabotage. Covert resistance may be expressed by increased tardiness and absenteeism, requests for transfer's resignations loss of motivation loss of motivation. lower morale and higher accident or error rates, one of the more damaging forms of resistance is accident or error rates, one of the more damaging forum of resistance is lack of participation in and commitment to proposed change by employees even when they have opportunities to proposed changes by employees even when they have opportunities to participate.(Sudan andN.Kumer:2004:36)

## 2.1.5 INDIVIDUALL RESISTANCE TO CHANGE

There are six important source of individual resistance to change:-

- Perception
- Personality
- Habit
- Treats to power and influence
- Fear of the unknown
- Economic reasons

ORGANIZATION RESISTANCE TO CHANGE

To certain extent, the nature of organization is to resist change. Organizations often are most efficient when doing routine thing and tend to perform more poorly, at least initially and effectiveness .Organization may create strong defense against change. Moreover, change often opposes vested interest and violates certain territorial rights or decision making prerogatives that groups, teams and departments have established and accepted over time (Sudan &N. Kumer:2004:36-39).

## 2.1.7 ORGANIZATIONAL EFFECTIVENESS AND THE ROLE OF CHANGE MANAGEMEANT

Change management is about modifying or transforming organization in order to maintain or improve their effectiveness .Managers are responsible for ensuring that the organization (or the part of the organization they manage) performs effectively. To do this they need to know what constitute effective performance and have or there particular sub system is performing effectively, they also need to know if performance is UN satisfactory. What elements of the organization can take to secure these change.(John. H: 2007:30)

## 2.2 BALANCED SCORE CARED

An old saying goes if you are not keeping score your just practicing the BSC was first developed in the early 1990 by two guys Robert Kaplan and David Norton that BSC is a management system not a measurement system and a means to setting and achieving the strategic goal and objectives for your organizational so in short BSC it is a management system that enable your organization to set and achieve its key business strategy and objectives once its strategy are

developed they are deployed and tracked through what we call the four leg of BSC (Chuck', Rick B, Peter. E: 2007:89)

It can be defined as a strategic planning and management system which provides a method of aligning business activities to the vision and strategy of the organization improvement internal and external communication and monitoring organization performance against strategic goals more importantly the meaning of BSC can be described as:

An improved strategic planning process for focusing on the most important things, customer, employee, strategy result.

A change initiative for visualizing and communicating an organizations long term strategic intent.

Is a conceptual frame work for translating an organizations strategic objective into asset of performance indicators distributed among four perspectives: financial, customer internal business process and learning and growth?

an effective strategic management system for aligning day to day work to an organization vision and strategy using strategic performance measures and strategic initiatives .

An integrated frame work for informing strategic budgeting and allowing the organization to learn what works and to become more strategy focused.

Clarify and translate vision and strategy.

In this building and implementing BSC has its own rational. These are: creating strategy focused organization, develop result based measurement system and promote the existing achievement of the BPR to its maximum goal.

## 1.  TO BULLED STRATEGIC FOCUSED ORGANIZATION

Strategy (make strategy the central organization agenda) the balanced score cared allowed organization .for the first time to describe and communicate their strategy in a way that could be understood and acted on. That means The BSC helps us improve our communication.

Focus (create incredible focus):  with a balanced score card as a a "navigation" aid every resource and activity in the organization was aligned the strategy.

Organization (mobilize all employees to act in fundamentally different ways) the balanced scorecard provided the logic and architecture to establish new organization linkages across business units, shared services and individual employees.

2. **TO DEVELOPE RESALT BASED ON MEASUREMENT SYSTEM: The BSC create a new** way of assessing performance, on that introduces significant accountability for result.

This means that every organization processes, leader and employee are measured merely through results being achieved becauce, bsc in an advanced AND result based measurement tools .by doing some can develop performance based culture .in other words, organization, leaders and employee Adopt a new set of culture values and priorities to measure results.

**3. TO PROMOTE THE EXISTING ACHIVMENT OF THE BPR TO ITS MAXIMUM GOAL:**

BSC accelerate and promotes the results we have been achieved through BPR by aligning its result with strategy management and measurement system.

**Principles of Strategy Focused Organization:**

1. *Translates the strategy to Operational Terms*: The BSC provides a framework to describe communicate strategy in consistent and insightful way. We cannot expect to implement strategy if we cannot describe it. By translating their strategy in to logically architecture of strategy map and BSC, organization creates a common and understandable point reference for their units (processes) and employees.
2. *Align the organization to The strategy*: Synergy is the overarching goals of organization design. For organization performance to become more than the sum of its parts individual strategies must be linked and integrated organization traditionally designed around functional specialties such as finance, marketing, engineering, etc…. Functional aids arise and become a majored barrier to strategy implementation, as most organization has great difficulty communicating and coordinating across this specialty.

3. ***Make Strategy every ones every day job***: strategy focused organization require that all employees understand the strategy and conduct. There day to day to day business in way that contribute to success of strategy. Executives use the balanced score card to help communicate and educate the organization about he new strategy.

4. ***Make strategy a continual process***: strategy fall to be implemented. When strategy discussion doesn't even appear on the executive's agenda and calendar? Strategy focused organization use a different approach like: "double loop process". One that integrates the management tactics (financial budgets and monthly reviews) and the management of the strategy in to shameless and continual process. Because a process for managing strategy hadn't previously existed each organization developed its own new approach.

5. ***Mobilize change through executive Leadership***: Strategy requires change from virtual every part of the organization strategy. Requires team work to coordinate these changes. And strategy implementation requires continual and focus on the change initiatives and performance against targeted outcomes. If those the top are not energetic leaders of process change will not take place, strategy will not be missed. ([www.google.com](www.google.com))

## 2.2.1 THE BALANCED SCORE CARD

THE balanced score card (Kaplan and Morton 1996) integrates financial measures of past performance with measures of the drivers of future performers.

It provides a a template that can be adapted to provide the information change manage need to monitor and review the effects of their intervention and to plane whit they might do next do next to move the organization to wards amore desirable future state .the score card includes four categories of measure:. Financial, customer related, internal business process and innovation and learning.

A. FINANCIAL MEASURES**:** Such as return on improvement ,economic values added sales growth the generation of cash flow summaries the economic action . The financial perspective considers how the organization needs to appear to its shareholders if it's to achieve its vision.

B. CUSTOMER RELATED MEASURES: includes of business performance that relate to the customer and market segment that are important to the organization. eg .includes measures of

satisfaction , retention, new customer, acquisition ,customer profitability ,account share and market share. they might also include measures of those performance deriver that affect the value proposition that influence customer loyalty such as on tie delivery and product innovation . This customer perspective considers how the organization needs to appear to its customers if it is to archive its vision.

C. INTERNAL BUSUNESS PROCESS MEASHURE: such as quality response time and cost relate to the internal business prose's make critical contributing to the organization current and future performance they might measure the performance of the processers that enable the organization to flier value performance of the processes that enable the organization to deliver values prepositions that attract and retain important customer, that satisfy shareholder by contributing to the delivery of excellent financial returns or deliver other our comes that are important to key stakeholders.

D. MEASURE OF THE INFRASTRACUTURE: that facilitate long term growth and improvement Kaplan and Norton 1996 argue that organization learning and growth comes from three principle source people, system and organization al procedures. they suggest that the financial customer and internal business process objective of the balanced score cared typically reveal large gaps b/n the existing capabilities of people ,systems and procedure and the capability that is required to achieve a performance break through .in order to transform an organization or even to achieve a more modest level of change this gapes have to be addressed can involve intervening in the normal process of organization functioning to enhance this infrastructure and improvement the organization capacity for innovation and learning (A.A city of govt guide line).

## 2.2.2 DETERMING WHY TO USE THE BSC

For adapting the balanced score card must be a personal one, based on the environment your belief in the tools ability to lead you to in all of your belief in the tools ability to lead you to improved result for all stakeholders Probably the most mentioned for implementing about BSC id the effective execution of a new strategy . The odds are heavily stacked against those wishing to execute their strategies and therefore the BSC.

# BENIFATE FROME USING BALANCED SCORE CARED

Recognizing some of the weakness and vagueness of previous management approaches the balanced score cared approach provides a clear prescription as to what company measure in order to balance the financial perspective. Traditional performance measurement focusing on external accounting that is absolved and something more is needed to provide the information age enterprises with efficient planning tools. Among the long row of benefits' of Appling the BSC these are the most significant:

- Strategic initiatives that follow best practices methodologies cascade through the entire organization.

- Increased creativity and unexpected ideas.

- The BSC heal align key perform ace measures with strategy at all levels of an organization.

- The BSC provides management with a comprehensive picture of business operations.

- The methodology facilitates communication and understanding of business goal and strategies at all levels of an organization.

- Maximize cooperation

- Heal reduce the vast amount of information the company IT systems process in to essentials.

- Unique competitive advantage.-reduce time frame- improved decisions and better solutions - improved processes.(www.google.com/the balanced score cared .com)

Has emerged as a very popular and extremely effective tool in this regard.

A note of caution is in order here however some organization will embark on a BSC effort in the belief that the implementation will lead to the development of a new and winning strategy. The BSC is a tool that was designed to assist you in executing your strategy, not crafting a new strategy .The inherent assumption accompanying the BSC is that your organization possesses a strategy and requires a tool to bring it to life on a day to day basis.

Many organizations may have a clear and concise strategy forged from the fires of the best available knowledge but find it difficult to galvanize that vision across adverse work force. This dilemma is not surprising when you consider phenomena such as mergers and acquisitions. Which are increasingly bringing together cultures that may provide synergies down the road but are vastly difficult? Many organizations will turn to the BSC in an attempt to drive focus and alignment from top to bottom throughout the deceptively simple objectives' and measures that can be quickly communicated and grasped across the company.

Companies with their feet to the fire tend to gather the lion's share of business press and generate tantalizing headlines. nut what of the vast number of organization that are moving along vary well, making their way in a slow and steady progression of ever greater results? is the BSC currently enjoying success realize that sustaining prosperity is a challenge to be confronted every day . in fact generating enthusiasm for a change vision may pose an even greater challenge to those whose employees are operating in a peaceful state of confidence beyond by past results .(Paul.R:2005:28).

## 2.2.3 BUILDING THE BALABCED SCORE CARED

The problem with many companies that those who not use BSC strategy to manage their business is that they are unbalanced which they don't pay attention to some very important aspects of their business.

For instance they may pay attention to there finical and internal process but they may totally ignore their employees need for learning and growth or do a help hazard job of finding out what there customers reality want as a result unbalanced companies employ poor strategies and make all or of wrong  decision.

- Building score for customer leg at three different level strategic operational tactical.

- Strategic level customer score card long term goal at least 3-5 years.

- Operational level is for a one year time form and contains your annual operating plan goal and objectives.

- Tactical level drives deeper in to your customer measure and initiatives it has impact on upper level score card. (C .Hannaberger &R.buchman:2007:321).

## TEN TIPS FOR BALANCED SCORE CARED

### 1. Establish and remember where your company is headed

fundamental to success of any endeavor (big or small) is to first know the direction in which you want go balancing the scoring of a business is no different than arranging a vacations you have to deicide what you wanted to do how you will finance it , how you will get there and gown much fun and exciting the process will be in order to see you're company going to the right direction you need to have mission vision strategies.

### 2. Understand and stay current with what your customer want

Knowing your customer and constantly being in true with their needs and how to satisfy them is fundamental in order to make NSC strategy work. The leading company in any industry is one that is constantly updating customer knowledge including how the customer is thinking about its product and service and where customer could be better served tomorrow.

### 3. Define your score card and dash board in responsibility

Simply installing scored card will be successful dashboards make. you have to have understanding of who is responsible for doing what when specific action and adjustment  are to be made and by whom.

### 4. Charter effective committees

The leadership steering a companies decision about what to pursed and support toward continuous improvement and learn performance are profoundly linked to the BSC the direction of the enterprise and how performance is targeted and archived.

### 5. Establish and maintain accountability

Accountability means holding yourself responsible and staying committed to achieving certain goal and expectation owning the scores and adjusting for them to meet your goal.

**6. Link your score card and dashboard to your strategies goal and objectives.**

Bullied link between your score card and dash board as well as you're objectives and strategies. These links enable yore organization to responded quickly to change in customer demand capability and market.

**7. Communicate you're personalized for leg approach to every one**

In business like wise depend on how well every one understand the overall mission and direction of the company as well as how each person rate is impacted. what management or employee needs to understand the part and how they cab best support the four approaches to make BSC success.

**8. Use feedback and feed forward loops**

You need to hear feedback on how you're doing and where you need to make source correction during the year. You also need to take prior information and knowledge and coupled with their predictive factor.

**9. Plan and execute your BSC relentlessly**

To make BSC work for your business you not only have to create an effective plan but you also have to follow through with the plan execute plan but you also have to follow through the plane execute the plane in line wit other foundational initiatives by having each initiative by having each initiative and task laid out in a structured road map make sure that the leader follows the road map closely with check and balance in place both to detect and correct side tracks.

**10. Synergize your score card for competitive advantage and new market entrance.**

As your score card became more and more apart of your business you will see increase inflexibility, response time and other traits making you more competitive. (C .Hannaberger &R.buchman:2007:321).

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**Implementing Change**

When people think about change hey often picture designing a bold new change strategy complete with stirring vision that will lead an organization in to a brave new future in fact this crafting of a visionary strategy is a pivotal part of the process of change. Change succeeds when an entire organization participate in the effort an organization can be divided in to three broad action role change strategists. Change implementer and change recipients and each of these roles play a different key part in the change process. Change strategies, are responsible for the early work: Identifying the need for change creating the vision of desired out come. Deciding what change is visible and choosing who should sponsor and defined it and change recipients represent the large group of people who must adopt and adopt to the change this are the institutionalizes, and their behavior determines whether a change will stick. But change implementers are the one who make it happen, managing the day to day process of change their task is to help shape enable orchestrate, and facilitate successful progress depending on the extent of the vision they can develop.

- Predict some of the negative aspect that target should anticipate.
- Explains how people will be kept informed through the change process.

(Jick, Peiperi: 2003:174)

**Use of Scorecards**

Scorecards are tools for communication. They can be used in many different dialogues about a most any kind of activity. Al organization strive to please their customers, clients, or recipients in general we all have internal processes and routines we al reap rewards form what we did earlier introducing BSC. However also means designing a customized management control system scorecard are used to align business activities to the vision and strategies of a firm. Monitoring performance in the dimensions used in score card and taking action appropriate for realizing the intended strategy what we mean by using BSCs.

A number of firms use scorecards as a format for discussing strategies only, and have not reality introduced them as a tool for ongoing management control. Some companies structure. Their plane and report in to four or five perspective derived from the BSC. However they use this only

for sorting existing measures to provide an overview. In some cases scorecards were introduced as a substitute for budgets, while in other case budgets scorecards coexist. Some companies have used scorecards for project. This application show that the BSC s an attractive format for discussing human activities whenever there is a need to communicate ideas about causes and effects and priorities or to check what has been achieved so far (Olve, Petri, Roy,  2003:7)

# CHAPTER THREE

## DATA PRESENTATION ANALYSIS AND INTERPRETATION

This chapter contains several parts the first part present the characteristic of respondent the second deal with an analysis of the data gathering frame respondent the three part analysis focused on interview from manager of the hospital investigating the organization.

The researcher to analyze the data on the change management practice (BSC) undertake in the St. Paul Hospital. The analysis is based on the feedback of the respondent response to the questionnaires and interview. In order to achieve the desired objective of the study the researcher selected simple random sampling technique i.e questionnaires for employee of the origin; and interview for the targeted department head.

119 questionnaires had been distributed of which 104 respondent filled and returned the questionnaires.

## 3.1 Respondent profile

This part interprets and presents the general respondent of questionnaires by sex, year of experience and educational back ground.

| NO | Item | Category | No of respondent | Percentage |
|---|---|---|---|---|
| 1 | Sex | Male | 42 | 40.3% |
| | | Female | 62 | 59.6% |
| | | Total | 104 | 100% |
| 2 | Year of experience | Less than 1yer | 19 | 18.2% |
| | | 1-6 year | 50 | 48.2% |
| | | 6-10 year | 20 | 19.2% |
| | | Above 10 year | 15 | 14.4% |
| | | Total | 104 | 100% |
| 3 | Educational Background | Certificate | 1 | 0.9% |
| | | Diploma | 26 | 25% |
| | | Degree | 61 | 59% |
| | | Masters Above | 16 | 15.3% |
| | **Total** | | 104 | 100% |

The above table show regarding to sex it comprise both are female. From the above sample 62(59.6%) of the respondent female 42(40.3%) are male. This shows that most of the employee is female.

Regarding educational background of the respondent 1(0.9%) are certificate and 26(25%) of the employee respondent are diploma and 62(59%) are degree holders and lastly 16(15.3%) are covered by master and above holder's these indicate most of the respondent are degree holders.

As the table show most of the respondent work experience is one up to six year's by 50(48.2%) and 20(19.2%) of the employee have six up to ten year experience and also 19(18.2%) of the employee have less than a year experience lastly 15(14.4%) of the rest of the employee have above ten year experience. It indicate mote of the employee have work experience of one up to six year.

## 3.2 Analysis of the subject matter under study

The data that focus on the finding of the study are the respondent giving answer of the questionnaires analyzed in number and percentage interpreted as follows.

## Table 2

Response of employee on awareness of the current implement action of balanced score card (BSC)

| Do you aware the organization current implementation of BSC | Frequency of Response | |
|---|---|---|
| | Number | Percentage |
| Yes | 72 | 69.2% |
| No | 32 | 30.7% |
| **Total** | 104 | 100 |

The data in the above table indicate 72 (69.2%) of the respondent yes that they are aware of the organization implementing balanced scorecard while (30.7%) of the respondent no and have no idea if the organization implement or not implement the practice of BSC. There four the above data show most of the respondent implies they know the implementation of BSC so the organization give awareness to its employee in order to make the work process easy.

**Table 3**

Response of employee on how they know the implementation of BSC on the organization.

| How do you know the implementation of BSC in the organization | Frequency of Response | |
|---|---|---|
| | Number | Percentage |
| Through meeting | 64 | 61.5% |
| Through briefing by my boss | 20 | 19.2% |
| Through rumors and gossip | 20 | 19.2% |
| **Total** | 104 | 100% |

From the above question 64(61.5%) confirmed that they get to know the implementation through meeting the organization prepare on the other hand 20(19.2%) of the employee respondent say that they get to know the implementation through briefing by their boss and 20(19.2%) of the employee respond they only knew the implementation only through rumors and gossip these indicate most of the respondent get to know the implementation through meeting the organization prepare.

**Table 4**

Response of employee on the commitment of senior mangers

| To what extent is senior manager is committed to the job | Frequency of Response | |
|---|---|---|
| | Number | Percentage |
| Highly | 10 | 9.6% |
| Averagely | 64 | 61.5% |
| Less committed | 30 | 28.8% |
| **Total** | 104 | 100% |

As the table show on the commitment of senior manager 10(9.6%) of the respondent state that highly and 64(61.5%) of the employee respondent responded they agree averagely on the commitment of senior manager and 30(28.8%) of the respondent respond that senior managers are less committed and they are unsatisfactory to their job .Senior management commitment is required for any imitative to be successful.

**Table.5** Response of employee on getting the necessary training before the implementation of BSC.

| Did you get the necessary training before the implementation of BSC | Frequency of Response | |
|---|---|---|
| | Number | Percentage |
| I didn't get the training | 24 | 23.07% |
| I get the training | 30 | 28.84% |
| Have no idea | 50 | 48.07% |
| **Total** | 104 | 100% |

The data in the above table indicate that 24(23.07%) of the employee respondent indicate that they did not get the training and 30(28.07%) fo the respondent say get the training and at last 50(48.05%) of the employ state that they have no idea about if the organization where to give or not to give the training before hand this indicate most of the employees did not know if the organization give training or not. Training and development help to optimizing the utilization of human resource that further helps the employee to achieve the organizational goal as well as their individual goals.

**Table 6**

Response of employee on the effectiveness of change in the organization.

| Do you think change implementation effective in St Paul Hospital | Frequency of Response | |
|---|---|---|
| | Number | Percentage |
| Yes | 20 | 19.% |
| Some how | 22 | 21.15% |
| No | 10 | 9.61% |
| I don't know | 52 | 50% |
| **Total** | 104 | 100 |

Regarding the above table point the effectiveness implantation of change 20(19.23%) responded yes, (21.15%) state somehow and10 (9.60%) responded no while 52(50%) don't know the effectiveness of change. So in the organization most of the employee said I don't know about if the change is effective or not. So the organization must give a lot of awareness when a certain change implemented. To increase organizational effectiveness winning companies create sustainable competitive advantage by aligning their talent and business strategies organizational effectiveness bring value to their client's organization by facilitating the integration and alignment of the business.

**Table 7**

Response of employee on understanding of their job better

| I have better idea of My job responsibility after implementation of BSC | Frequency of Response | |
|---|---|---|
| | Number | Percentage |
| Agree | 35 | 33.6% |
| Disagree | 25 | 24% |
| Undecided | 44 | 42.3% |
| **Total** | 104 | 100 |

Regarding the above table 35(33.6%) of the respondent agreed on better understanding of their job after BSC implementation and 25(24%) of the employee disagree and threes (42.3%) implies undecided these implied that most of the respondent are familiar with their job Understanding your job role and description is the most important aspect when applying for a new position or starting a new job or when you are in your current position. This will ensure that you ultimately understand the task and duties that you are expected to fulfill in order to earn your remuneration and also add value to the company your working for

**Table 8**

Response of employee on the commitment of the workers in the organization

| Are you committed to any change the organization bring | Frequency of Response | |
|---|---|---|
| | Number | Percentage |
| Yes | 70 | 67% |
| Somehow | 20 | 19% |
| Not at all | 14 | 14% |
| **Total** | 104 | 100% |

On the topic of the tale point toward the commitment of the employee in their organization 70(67%) indicate or response yes and 20(19%) responded somehow and lastly 14(13%) said not at all as we seen the response 70(67%) said they are committed the change the organization bring it indicate most employee welcome a change the organization bring. The top three drivers of employee commitment are satisfaction fairness and care concern for employee organization must recognize the employee commitment is a master contributing factor toward sustaining long term success and creating value.

**Table 9**

Response of employee on when implementing BSC it been it been hard due to?

| When implementing BSC it been hard to me as to how to implement it due to | Frequency of Response | |
|---|---|---|
| | Number | Percentage |
| Lack of adequate training | 32 | 30% |
| lack of support of management | 42 | 4.03% |
| shortage of technology | 10 | 9% |
| lack of motivation and incentive supported | 20 | 19.3% |
| **Total** | 104 | 100 |

As the above table 10 point toward on why it's hard on implementing BSC due to four response 32(30%) respond it been hard on them due lack of adequate training 42(40.3%) responded it been hard on them due to lack of support from managers, 10(9%) responded the reason for it been hard is shortage of technology and lastly 2019.3%) of the employee respondent it been hard on them due to lack of motivation and incentive support. Most of the respondent response is due to lack of support from management side this implies the organization is counting, lacking of supporting its staff member.

**Table 10**

Response of employee on if the Hospital provided the necessary equipment

| The hospital provided us with the necessary equipment when BSC is implementing do you agree | Frequency of Response | |
|---|---|---|
| | Number | Percentage |
| Yes | 18 | 17.3% |
| A lot agree | 26 | 25% |
| Yes but not adequate | 57.6 | 9.61% |
| **Total** | 104 | 100 |

Regarding the above table it indicate that 18(17.3%) of the employee responded yes that the Hospital provided them with the necessary equipment and 26(25%) of the employee respondent not agree indicate that the Hospital did not provided them with the necessary equipment and lastly 60(57.6%) responded yes but not adequately it implies that they

agree on the Hospital provided them with the equipment they need but their insufficiency on the equipment they give and these respondent where the most when we compare them from the above choice mentioned it indicate the organization have shortage of equipment and need to improve this kind of situation.

**Table 11**

Response of employee on their involvement in the change process

| Your involvement the change process is | Frequency of Response | |
|---|---|---|
| | Number | Percentage |
| High | 30 | 28.8% |
| Average | 60 | 57.6% |
| Low | 14 | 13.1% |
| Very low | - | - |
| **Total** | 104 | 100 |

The above table indicate that on the involvement of change process 30 (28.8%) responded that there is high involvement in the change process 60(57.6%) responded the involvement is averagely while 14(13.4%) of employee respondent say the involvement is low and lastly (0%) or none of the said there involvement in the change process is very low. Direct employee involvement in any organizational change is critical to proper implementation when change in planning stage a list of department that will be affected by the alterations should be compiled. Getting the employees directly involved in planning change make it easier for them to execute it.

**Table 12**

Response of employee on their commitment.

| Are you committed to your company mentally physically | Frequency of Response | |
|---|---|---|
| | Number | Percentage |
| Yes | 42 | 40.3% |
| No | 30 | 28.8% |
| Not always | 32 | 30.7% |
| **Total** | 104 | 100 |

Regarding the data in the above table indicate 42(40.3%) of the employee respondent say yes on the commitment on their job and 30(28.8%) of the employee respondent replied no while 32(30.7%) of the employee response where not always that committed to their job. These implies the organization need to work on how to make employee engaged to their work mentally and physically its common sense that committed employees are much more productive and act as great ambassadors for the brand. They are also less likely to take sick leave and for more likely to remain loyal.

# St. Mary University

# Business Faculty

# Department of Management

# Response of Managers Interview

1.  Do you think changes are always necessary in the organization?

    Change is important for any organization (yes) because without change business would likely lose their competitive edge and fail to meet the need of what must hope to be a growing base of loyal customer and also it is necessary because it allow employees to learn new skills, explore new opportunity and expertise their creativity in way that ultimately benefit the organization through new idea and increase commitment.

2.  Why do you think organization finds it hard to change and when new change occurs how does your organization reaction to the change both in employee and managerial side?

Change is hard changing your organization is even harder sometimes because people in power typically do not want to realest their power, people in control do not want to raise. Their control because the new way may not meet their mission or value system, organizational change is hard and it takes time for an organization to change it has to change though out the whole system top, down or even from worker to top management.

The employee reaction where that most of then when they hear the change the message gets garbled, misunderstanding happen which then hard to create trust.

3.  During the implementation of this change what was the difficult problem that he organization faced? And as a manager what was your contribution to this?

Different people have different opinion so the problem where people lack confidence in the decision making process we value issue differently most people where driven by self

interest. The manager helped that to be share they are aware or involved in process, get deep in side the organization discover what matter employees in different area of the company.

4. How do you evaluate employee satisfaction and performance on your organization after the implementation of balanced score card (BSC) and do you think employees are happy and engaged in their job?

Employee are not always happy or welcome new change occur usually exercise sound judgment he blending of job related education skills and experience severely lack in knowledge understanding job routine some knowledge still to be acquired makes average number of mistake.

5. After the implementation of BSC do you think the organization has improved its way of giving its service to the customers and was it better than your performance before the implementation?

Even through at some point there is a problem need to be improved that is an improvement achieved after the implementation of BSC so far so implementing BSC indeed help the organization at some point.

6. Do you think the performance improvement initiatives the organization working on rally working? Is the organization growing?

Improvement initiatives are cross functional an require simultaneous change to process technology and organization consequently this investment represent a huge investment in terms of both cost and time despite all this the organization still making progress.

# CHAPTER FOUR

## SUMMERY CONCLUSION AND RECOMMENDATION

## 4.1 SUMMERY

Based on the data presentation and analysis the study concept with the following finds.

- 72(69.2%)of the respondent rated the awareness of the organization current implementation of balanced scorecard .i.e the degree of awareness is the single most determine factor in managing effective change .32(30.7%) of the respondent are not aware the implementation of balanced score cared in the organization.

- 50(48.075) of the respondent have no idea that the organization was giving training before the implementation of balanced scorecard practice .30(28.84%) of the respondent get the training and 24(23.07%) of the respondent rated as they did not get the training.

- difficulties on employees when implementing balanced score card was notice i.e lack of support from management ,lack of adequate training , lack of motivation and incentive support and shortage of technology.32(30%) of the respondent responded lack of adequate training,42(40.3%) responded lack of support of management ,and shortage of technology responded by 10(9%)and lack of motivation and incentive support by 20(10.3%)of the respondent .

- 70(67%) of the respondent indicate that they are committed to any change the organization bring.

- After the implementation of balanced score cared 35(33.6%) of the respondent agreed that they have better understanding of third job after the implementation and 25(24%) of the respondent disagree, 44(42.3%)of the respondent have undecided about whether they agree or  disagree of the term  understanding of their job after.

- According to the response they are building change effectiveness through training direction of polices discussion between employee and other celebration and incentive.

In commitment of the senior managers,64(61.5%)of the respondent fill avaragely others 10(9.6%) of the respondent said the commitment of the senior managers are highely.28.8(19.2%)of the respondent said their commitment is less in the organization.

## 4.2 CONCLUSION

Based on the finding of the study the flowing conclusion are made

- The organization does not give serious consideration to the actively related with the implementation of balanced score cared these might lead to or could affect the out put of these systems.
- The management of the organization is not giving emphasis to make employee be aware of the significant of change
- The organization under the study is not give enough information about the implementation of this new practice to the employees who work in the organization if not these might cause failure to change.
- Because the organization is not giving enough clear and adequate information and training about these new practice the employees may encounter resistance to change.
- The management of the organization have problem in the part of networking and coordination. If problem related with networking arise it can break or make the change happen.
- The management of the organization is not strongly advising the staff and hearing there concerns in the implementation of balanced score cared these  cause resistance to change.

## 4.3 RECOMMENDATION

- In order for the organization t o grows the manager must support the staff member and should work on hearing employees concern, idea and give them feedback.
- For the change management to be effective the organization should work on the networking and coordination.
- As the organization is working on heath preference the organization should giver training for the workers in order to have clean and strong work environment.
- The organization should give brief information about the implementation of balanced score cared and create awareness of the change among employees.
- The management strongly advised to make staff aware about overall impact to the employee in order to reduce resistance in conducting balanced scorecard.
- The organization should work on haring  employee concern idea and support the staff member because in order to make the organization grow the manager  is must support the staff member.

# APPENDICES

# St. Mary University

## Business faculties

## Department of management

## Questionnaire for employee

The following question nary is prepared by the degree graduate of St.Mary University collage the aim of providing a research paper to fulfill requirement of first degree graduation. These contain three pages and expected to take few minute to complete. the aim of these questionnaire is to make an assessment of change management and BSC practice in St Paul hospital finally I kindly request you your valuable and reliable response to fill as soon as possible. Make shire that these questionnaire is only for research purpose and file free your response will keep secrete .please indicate your response by making a tick mark(right) on the part you agree or disagree as listed below it is the researcher belief that the outcome of this questionnaire will help improve customer service.

**Personal information**

1. Sex

A. male ☐

B. female ☐

2. Educational back ground

A. certificate ☐                    B. Diploma ☐

C. degree ☐                         D. master and above

3. Year of experience

A. less than a year ☐              B. 6-10 year ☐

C. 1-6 year ☐                       D. above 10 year ☐

4. D o you aware the organization current implementation of BSC?

A. Yes ☐                            B. No ☐

5. If your answer is yes how do you able to know?

A. Through meeting ☐   B. through briefing by my boss ☐

C. Through rumor and gossip ☐

6. Do you think implementing BSC is necessary in the hospital?

A. Yes ☐   B. No ☐

7. To what extant is senior manager is committed to the job?

A. Highly   B. Averagely ☐   C. less committed ☐

8. Did you get the necessary training before the implementation of BSC ?

A. Yes some of us ☐   B. All of us get the training ☐

C. Not at all

9. Do you think change implementation is effective in St. Paul hospital

A. Yes ☐   B. Some how ☐

C. No ☐   D.I didn't know ☐

10. I have better understanding of my job after the implementation of BSC?

A. Agree ☐   B. Disagree ☐   C. Undecided ☐

11. Are you committed to any change the organization bring?

A. Yes ☐   B. Somehow   C. Not at all ☐

12. When implementing BSC it been hard on us as to how to implement it due to ?

A. lack of adequate training ☐

B. lack of support from management ☐

C. shortage of adequate technology ☐

D. lack of motivation support ☐

13. The hospital provided us with necessary equipment when BSC implementing do you agree?

A. Yes ☐   B. Not agree ☐   C. Yes but not adequate ☐

14. Your involvement in the change process is?

A. High ☐          B. Average ☐          C Low ☐          D. Very low ☐

15. Are you committed to your company physically and mentally?

A. Yes ☐          B. No ☐          C. Not always ☐

16. Do you usually hearer about important change happening in your organization?

Yes…………………………………………………………………………………

No…………………………………………………………………………………

17. How does the management support the staff to improve the weakness on the service they give?

…………………………………………………………………………………………..

18. What are the major problem facing the change program

…………………………………………………………………………………………..

19. What do you suggest to improve the change management practice of the organization?

………………………………………………………………………………………….

20. Do you think implementing BSC is making the hospital more successful than before?

Yes…………………………………………………………………………………..

Somehow……………………………………………………………………………

No……………………………………………………………………………………

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# DECLARATION

We the under designed, declare that this senior essay is my original work, prepared under the guideline of Ato Habete Zeberga source of materials used for manuscript have been duly acknowledged.

     Name: _____

     Signature: _____

     Place of submission: _____

     Date of submission:_____

This senior essay has been submitted for examination with my approval as a university college advisor

     Name: _____

     Signature: _____

     Date: _____