

Organisational Change and Transition: An Investigation into Richard Murphys Change Management at Biscuit & Co Ltd



Essay aus dem Jahr 2012 im Fachbereich BWL - Unternehmensführung, Management, Organisation, Note: -, -, Sprache: Deutsch, Abstract: Change is inevitable for corporations in order to gain and sustain a competitive advantage within global markets. Referring to Peters and Waterman (2004), the McKinsey 7-S model provides a valuable basis to identify the current situation within Biscuit & Co Ltd (BCL). [...] In 2004, after initiating a massive change programme within BCL, Murphy pushed for a new product launch supported by the Board of BCL. Although the product launch seemed to be successful, Murphys actions caused massive conflicts between production and sales & marketing and damaged his relationship with Andrew Eastern. The most striking issue, based on the findings, is that Murphy implemented a change programme that was contradictory to the corporate culture and did not involve permanent status employees.

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