



# ICM

SEPTEMBER 2015

MANAGEMENT OF CHANGE

**Instructions to candidates:**

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
- b) The examination paper consists of TWO parts
- c) Part A comprises of **FOUR** compulsory short answer questions and is worth **40%** of the final mark. It is recommended that you spend approximately ONE HOUR on Part A
- d) Part B comprises of **THREE** compulsory questions and is related to the pre-issued case study that you will have analysed before entering the examination room. This part is worth **60%** of the final mark. It is recommended that you spend approximately TWO HOURS on Part B, which includes planning and checking your answers
- e) Please note that your answers to Part B should be analytical rather than purely descriptive. Purely descriptive type answers will attract few marks
- f) **Candidates are allowed to take up to two pages (four sides) of A4 notes related to the pre-issued case study into the examination room. These notes should be handed in and securely attached to your examination script at the end of the examination period**
- g) Marks awarded for each question are shown in [ ]

**Part A**

**Note to candidates: Answer ALL questions in this section (40%).**

- 1. Explore a suitable management strategy that would enable individuals to alter their behaviour and attitudes to change. [10]
- 2. Once a vision for the future is clearly outlined, a leader's next challenge is to communicate the change to all levels of the organisation in positive terms in order that the vision is realised. Discuss what you consider to be the key components of a communication plan. [10]
- 3. Examine the disadvantages of using virtual teams. [10]
- 4. Vision and innovative approaches for leadership are crucial to any business in terms of long-term success and sustainability. There are different theories presented to explain and identify characteristics of leadership in an organisation in terms of their effectiveness. Compare any TWO of these different theories. [10]

**Part B**

**Note to candidates: Answer ALL questions in this section (60%). These questions relate to the pre-issued case study.**

- 5. Review the contents of the 'Needs Assessment' exercise based on the experiences of NRS. [20]
- 6. Based upon the 'Needs Assessment', a three-pronged strategy for overcoming the project's challenges and moving forward is required. Discuss the three-pronged strategy that you think should be implemented and why. [20]
- 7. Examine some of the key management tools that could be used to sustain change at NRS in the future. [20]

