DECEMBER 2016

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 answer 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.   Explain any TWO of the cognitive techniques for changing the belief of people.   [10]

2.   Kotter and Schlesinger identify four main reasons why organisational members might attempt to modify or resist a proposal for change. Explain these FOUR reasons.   [10]

3.   Explore why the expectancy theory of motivation could be used to assess whether a stakeholder is likely to support or resist an impending change.   [10]

4.   When developing a change communications strategy, leaders might find it useful to consider a number of important factors. Examine what would be included in a change communications strategy.   [10]

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

5.   Developing a change plan involves thinking through what needs to happen if a change target is to be moved towards a desired end state. Devise what you think should be included in a change plan and explain why you have chosen this plan.   [20]

6.   Any plan for change will involve managing a long list of things that need to be done in order to make any plans a reality. Examine and suggest a change tool that could be used by Gordon and the teams to enable careful scheduling to take place and to ensure any necessary action is taken.   [20]

7.   The cycle of monitoring, reviewing, planning, acting and further review can minimise likely problems. Keeping change on track is vital therefore. Analyse how the Balanced Scorecard (Kaplan and Norton 1996) could be used to monitor performance.   [20]

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