



# ICM

JUNE 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. Briefly examine FOUR approaches to individual change. [10]
- 2. Briefly discuss – 'Why do we need teams?' [10]
- 3. Discuss any ONE of the four models of change agency. [10]
- 4. Examine what is meant by '**the employer brand**', as it refers to change management. [10]

**Part B**

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

- 5. The article you have been provided with pointed to re-shaping organisational processes and practices. A number of writers have suggested new types of organisational forms, such as ambidextrous and emergent forms. Explore to what extent the Cirque du Soleil example can reflect any of these TWO organisational forms. [20]
- 6. Examine at least TWO sets of skills that could be used for leading through uncertainty. [20]
- 7. To what extent could Kolb's learning cycle be utilised in times of uncertainty? [20]