



# ICM

MARCH 2016

MANAGEMENT OF CHANGE – PRE-ISSUED CASE STUDY & GUIDELINES

## **Important notes for candidates regarding the pre-issued case study**

The case study is designed to assess knowledge and understanding of the Management of Change syllabus in the context of the relevant case study. The examiners will be marking candidates' scripts only on the basis of the questions that have been set. Candidates are advised to pay particular attention to the mark allocation on the examination paper and to plan their time accordingly.

Candidates should acquaint themselves thoroughly with the case study and be prepared to follow closely the instructions given to them on the examination day. Candidates are advised not to waste valuable time collecting unnecessary data. The cases are based upon real-life situations and all the information about the chosen organisation is contained within the case study.

As this case represents real-life situations, anomalies may be found in the information you have before you. Therefore, please state any assumptions you make that are reasonable when answering the questions. Remember you are going to be tested on your overall understanding of the case issues and your ability to answer the questions that are set in the examination.

In order to prepare for the examination, candidates will need to carry out a detailed analysis of the case material ahead of the examination. Candidates have sufficient time during the examination to answer all the questions, but this means that detailed analysis has taken place before commencing the examination. The examiners are looking for clear evidence that candidates have a good understanding of the case and can use the relevant course ideas from the syllabus to answer the questions.

The copying of pre-prepared 'group' answers, including those written by other third parties, is strictly forbidden and will be penalised. Thus, questions will demand analysis in the examination itself and individually composed answers are required in order to pass.

**Candidates are only allowed to take up to two pages (four sides) of A4 notes into the examination room. These notes should be attached to the answer script at the end of the examination and returned.**

**A copy of the pre-issued case study material will be available in the examination. Candidates are NOT permitted to take into the examination the downloaded case study or any other notes. Candidates should not attach any other additional information in any format to their answer script. Any attempt to introduce such additional material will result in the candidate's paper being declared null and void.**

The examination will be for **THREE HOURS** and will consist of **TWO** parts.

Part A comprises **FOUR** compulsory short answer general questions and is worth **40%** of the final mark. **These questions are not specifically related to the case study.** It is recommended that you spend approximately **ONE HOUR** on Part A.

Part B comprises **THREE** compulsory questions 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.



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MANAGEMENT OF CHANGE  
CASE STUDY – ALL CHANGE AT PORTLAND

This case revolves around the recent acquisition of a chain of hotels previously known as The Portland Hotel Group (PHG). In January 2010 the chain was bought by an Indian millionaire, Vijay Patel. The Portland chain was marketed as – ‘providing the world traveller with a first class hotel experience that encapsulates grandeur, traditional elegance and exquisite service unrivalled in the world’. However, the Portland chain in recent times has been seen as a ‘dinosaur’, with customers wanting a new and more exciting experience. The new owner has decided to refurbish the chain over the next four years and is starting with one of its flagship hotels, The Roffey Park Hotel (RPH) in the centre of London. RPH has been in business for some 85 years and was used by the world’s rich and famous. However, during the last decade the hotel’s guests have looked for a more up-market experience and, although they are prepared to pay for excellent service and outstanding facilities, the hotel is no longer providing this. Mr Patel has decided to invest in a major refurbishment of the RPH over the next year. If this is successful he plans to refurbish the remaining hotels in the chain worldwide.

Mr Patel wants to re-establish the Portland brand, but bring it up to date and provide a modern but extravagant hotel where the rich and famous will want to stay. The hotel in London will be chic, provide fabulous facilities to its guests and provide a service to rival the most expensive hotels in the world. It is expected that the refurbishment of RPH will cost in the region of 3 million Euros and take 18 months to complete.

It is now March 2011 and the hotel has been closed to guests in order that the refurbishments can take place. The hotel is due to welcome its first guests on the 1st September 2011. In order to celebrate the opening, Mr Patel has a spectacular guest list with the hotel being opened by India’s Consul to Britain who is a close friend of Mr Patel and his family, as well as the rich and famous such as the British Prime Minister and guests from stage and screen. Also this date is crucial if Mr Patel is to start to see a return on his investment and to see if the new hotel achieves his objectives for the chain in the next few years.

The refurbishment of the hotel is on schedule and Mr Patel has recruited a new hotel manager, Kate Van Burg, from one of the world’s most prestigious hotels (The Ritz in London) to take charge of the refurbishments, select her senior management team and recruit and train the staff needed to run this new hotel.

Kate Van Burg needs to start to put together her new team and to start to select the type of hotel employee that epitomises the brand that RPH is trying to capture. It is now two months before opening and most of the key staff have been appointed. Kate and her team now need to train the new staff in the service that this hotel needs to achieve if it is going to be a world-renowned hotel. Kate gives the job of training to her deputy, Jane Hallett. Jane has assembled the heads of the various departments together to discuss the timing of the training needs of all the staff across the hotel. A plan has been agreed by all the department heads and they now have to train their staff to the high levels of service expected from the hotel staff.

At one of her weekly meetings, Kate had on the agenda a query as to the current position with regards to the training of staff so far. Many of the department heads were not up to speed with the training, and the calibre of the staff was not as yet up to the standard that was acceptable for a world-class hotel.

The problems seem to revolve around the following areas:

- Inadequate time to recruit the right type of staff and their lack of experience for this level of hotel service
- Poor communications within teams in many of the departments and especially across departments (this is crucial as hotels need to be co-ordinated across all areas of the hotel)
- Lack of leadership from some department heads has been a worry
- Poor departmental co-ordination of back-office activities (booking and accounts management)
- Service levels still not to Kate’s standards. The hotel has 20 suites and each suite has butler service. If the hotel is to attract the high spenders they must have a service that is ‘second to none’
- Low motivation of some staff due to time constraints and the excessive training schedules undertaken
- Mainly all new staff except for the door concierge staff, who were employed in the old hotel and have been retained and given new uniforms
- Frustration of some department heads with the way the staff are under-performing

*continued overleaf*

It is clear to Kate and Jane that there are major gaps in service quality, training provision, achieving the right organisational culture in the hotel and a lack of understanding of what Mr Patel wants to achieve. Kate and Jane have to make a decision to quickly change the way things are going. It seems that the department managers are under a great deal of strain, as are the rest of the staff.

They are in one of the most competitive areas of business and the success of the hotel revolves around service quality of the highest order. Kate decides that she needs to discuss the problems with Mr Patel as soon as possible. Mr Patel flies into London from Bombay to discuss the options.

It is clear that the deadline of the 1st September 2011 is non-negotiable given the guest list and the promotional activities undertaken by the PR team employed to promote the opening event. It is agreed that it is essential to get back on track. In order to do this Mr Patel and Kate decide that a 'fresh pair of eyes' is needed to intervene, and to suggest a way forward for the hotel to achieve its objectives.

Mr Patel and Kate decide to bring in the change management team as soon as possible with the express objective of helping to guide and support the hotel staff. The change management team have to evaluate the problems and to suggest a plan that can immediately be put into practice.

## **Appendix 1**

The vital statistics for RPH are:

- 350 guest rooms, all en suite
- 20 suites, all with butler service
- 4 conference venues to cater for 1,500 guests
- 6 function rooms for weddings and private parties
- Typically 150 staff operate on three shift patterns
- 24-hour service offered to guests

## Appendix 2

Typical structure for a large 300+ room hotel

