



ICM

MARCH 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. Evaluate what is meant by the term '**organisational development**'. [10]
2. Explore the key approaches that managers could use to make their firms a 'learning organisation'. [10]
3. Examine the key attributes required to be a 'transformational leader'. [10]
4. Analyse briefly the **THREE** key dimensions of teamwork and why these are so vital in organisational change. [10]

Part B

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

5. One of the change management team's recommendations is to negotiate with the departmental managers. This approach is thought to be a way of resolving conflict and to achieve the deadline. Examine what you would consider to be the 'golden rules' for effective negotiation that could be used. [20]
6. For the deadline to be achieved, better co-ordination between departments is essential. The management, therefore, strongly suggest that better delegation is required if departments are going to work together more efficiently. Examine at least **FOUR** factors in delegation that could be used in this case. [20]
7. Many of the staff are new to RPH and enabling teams to address major change is always likely to be a challenge. Examine a relevant model that could be used with newly restructured teams to enable them to quickly establish a sense of team cohesion for the tasks that have to be performed. [20]