



# ICM

MARCH 2017

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. Examine the difference between reactive and anticipatory change. [10]
2. Explain what is meant by the term '**an organic organisational form**'. [10]
3. Identify the key steps in a change process. [10]
4. Explain **ONE** qualitative analytical technique that is frequently used in organisational diagnostic exercises. [10]

**Part B**

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

5. It is essential that performance measures should be related to the outcomes that are important to key stakeholders. Without the feedback that such measures can provide, Tomboy's change managers are unable to monitor what is going on and determine what further action may be required to be successful. Analyse how the Balanced Scorecard could be used to enable change managers to monitor and review performance. [20]
6. A company's capacity to cope with change (such as AZA) is often limited. As a consequence it is sometimes necessary to consider an intervention in order to improve the business's performance.
  - a) Examine **TWO** types of intervention. [10]
  - b) Evaluate the possible problems in using these two interventions. [10]
7. Evaluate **TWO** different types of situational variables that could be used when shaping implementation strategy. [20]