



ICM

MARCH 2018

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 – THE NEW HOTEL AND SPA

Hinchcliffe Park is a 200-hectare country estate that has recently been acquired by the Cavandish Property Company (CPC). The estate had previously been in the ownership of the Edgeborne family since the early 1700s. The estate had been auctioned off by the Edgeborne's sole heir in the early part of 2016 due to the high costs of maintaining the property and an estate of this size. The estate acquired by CPC consists of:

1. A 30-bedroom mansion house in the Baroque style.
2. Three farms.
3. Two small public houses – The Hinchcliffe Arms and The Pheasant Inn.
4. Twenty small cottages that were for staff working on the estate and four that have been refurbished and had been rented out as holiday cottages for summer visitors to the region.

The staff who worked at Hinchcliffe Park numbered around 20, which covered those working in the house (butler, kitchen staff, housemaids and cleaners and laundry staff). In addition were estate staff that would have included an estate manager, gamekeeper and gardening staff.

The main objective of CPC is to redevelop the mansion house and its estate to provide a new and exciting 5-star hotel and spa facility. CPC intend to upgrade the 18th century mansion house and bring it up to the high standards required for a 5-star establishment. This will mean redesigning all 30 of the bedrooms and all the public areas. In addition, CPC will add a new spa and fitness centre to the existing property to rival the best in Europe. The current estate will be redesigned with cycle tracks, a nine-hole golf course, a new tennis academy, indoor and outdoor swimming pools, walking tracks and three jogging routes to cater for all standards of runner. CPC also hopes to be able to invite those staff that are interested and who worked for the Edgeborne family to apply for posts in the new venture.

The anticipated cost of these changes will be in the region of £13 million. CPC have also invited top brands such as Burberry, Ralph Lauren, Rolex, Hermes, etc. to provide high quality merchandise that will be used by guests or as purchases throughout their stay.

The staffing needs are in the region of 100 staff that will be both part-time and full-time. This will include hotel staff across a range of departments which normally are:

1. Front office or accommodation operation
2. Food production
3. Food and beverage service
4. Housekeeping
5. Estates and gardening

It is now early 2017 and the personnel team have finally carried out all the interviews and have selected the staff for all five departments. The main refurbishments to the house and newly built spa are well on their way with a completion date of June 2017. Also the approach made by CPC to the former staff of the house has resulted in ten of those staff being employed in the new venture. The experience of these staff is very important as they have first-hand knowledge and experience in running a large house which attracted many guests over the years. It is important that the staff of the hotel and spa provide the highest level of service and that the guests are pampered and are able to re-live in part a 5-star country house experience but with 21st century amenities.

The hotel management team are currently working on an opening event which will take place in the first week of October 2017. A PR company has been employed to manage the event and all the necessary promotional work needed to promote the hotel not only in the United Kingdom, but across the rest of the world. Initial enquiries have been made by clients in the Middle East and the USA, as well as most countries across Europe. It is, therefore, imperative that all the building and external work be completed by June 2017.

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There are currently three months until the opening event that has now been fixed for 1st October 2017.

CPC has employed Sebastian Brookes, who is a well-respected trainer of hotel personnel. He has been employed to devise a training programme for all the staff. Preliminary data shows that 25 staff have experience of delivering 5-star services. Ten have been recruited from Hinchcliffe Park and the remainder have extensive experience in the hotel industry of at least 4-star standard. Of this latter group, many are highly motivated and wish to develop a career in this type of establishment. Thus, Sebastian has a range of staff who have the necessary experience at this level, plus a smaller group that, although not trained at delivering a 5-star service, are motivated and keen to make a success of the new hotel and spa. Those staff who formerly worked at Hinchcliffe Park need to be trained in the 'CPC way of doing things', but will be an invaluable asset that can be tapped into and used by other less experienced staff.

Sebastian reviews the list of staff that he will have to train and develop. He is more than happy with their level of commitment and motivation to succeed. He has approached the CPC management team with a proposal to train and develop the 100 staff over the next month and a half. Sebastian and his team have met to plan a programme of initial activities that emphasise group cohesiveness. Sebastian has informed the management team that the training and development needs to be highly structured and focused. The main outcome will be that staff consider themselves part of a team that should encourage them to be self-developers in order to enable them to provide service of the highest calibre. When change is taking place, an understanding of how change impacts on the individual and strategies to help people through change is paramount.

Sebastian's view is that there are two broad groups of people that have been employed at the hotel. Firstly, those that are to perform new roles and responsibilities and need to be supported to manage this change of service delivery (those that have previously worked in the 4-star sectors). The second group are the staff who are more familiar with this type of service who have been appointed from the former Hinchcliffe Park. For this group, transferring their skills to the new hotel will require a slightly different approach to the first group with regard to training and development. One such area would be the cultural change that will need to be addressed by the training team.

Sebastian's team's initial view is that there is a great deal of talented and motivated new staff and that they are confident that all will be well for the 1st October's opening day events.