



UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge International Diploma in Management
Professional Level

MANAGING CHANGE

4246/01

Core Module

Valid between 1 January 2010 and 30 June 2011

READ THESE INSTRUCTIONS FIRST

You should read the assignment carefully.

It is important to complete the **Assignment Cover Sheet** when you have finished your work. You must complete the details and sign the declaration to confirm that the assignment is all your own work and your tutor must sign to verify that it is your own work.

The length of the assignment must be no more than 3000 words. Marks will be deducted from assignments that exceed the word limit.

This document consists of **2** printed pages and **1** blank page.



Managing Change – Core Module

Title: Evolution not Revolution

Before starting this assignment it is important to familiarise yourself with the module syllabus and the associated objectives and competence criteria so that your understanding and application of them will be a feature of your submitted report.

For this assignment you should work with your own organisation or one that is familiar to you. Briefly describe the organisation, its purpose, products and/or services and the department or project you work for (or the department/project you have selected) and your involvement with it.

Make use of academic literature and real examples to explain why organisations change, the causes of change and the consequences of not responding to change.

Carry out research to identify internal and external pressures both now and in the future that will require your organisation to make changes. Identify how these pressures and the need to change will impact on your own department or project. Summarise the key changes that need to take place and their level of urgency. Devise change objectives for your department or project.

Identify the options available to you to achieve the change objectives. Analyse these change options using appropriate techniques and criteria. Select those options that are most appropriate and prioritise them. Justify your selected options and the priorities. Set timescales for the changes in line with their urgency.

Make use of academic literature to identify those factors that can drive the changes forward and those that might hamper progress towards your objectives. Analyse specific forces for and against the changes needed in your department or project. Explain why you believe these forces need to be considered. Identify strategies for driving the changes forward and minimising or overcoming resistance.

Using all the information you now have, develop a plan of action for the changes. The plan should include objectives, key actions, suggested timescales, and methods for monitoring and evaluation.

Explain the importance of communicating the plan effectively to others and identify the consequences of not doing so. Develop a communications plan.

Write a proposal to management, summarising the issues and your recommendations. Your proposal must clearly justify your plans for change and set out the perceived benefits and possible drawbacks.

You must include in your assignment report all documentation, notes and materials generated during each stage of the study.

You are not expected to include confidential information on your organisation, its personnel or performance.

In writing your report, you should adopt an appropriate business format and show how knowledge and understanding of managing change have been applied in line with the module syllabus.

At the start of your assignment report, indicate the number of words used, which should not exceed the maximum permitted amount of 3000.

BLANK PAGE

Permission to reproduce items where third-party owned material protected by copyright is included has been sought and cleared where possible. Every reasonable effort has been made by the publisher (UCLES) to trace copyright holders, but if any items requiring clearance have unwittingly been included, the publisher will be pleased to make amends at the earliest possible opportunity.

University of Cambridge International Examinations is part of the Cambridge Assessment Group. Cambridge Assessment is the brand name of University of Cambridge Local Examinations Syndicate (UCLES), which is itself a department of the University of Cambridge.