



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

ORGANISATIONAL BEHAVIOUR AND CHANGE MANAGEMENT

4261/01

Optional 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 4000 words. Marks will be deducted from assignments that exceed the word limit.

This document consists of **3** printed pages.



Organisational Behaviour and Change Management – Optional Module

Title: Shaping Organisations

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 your role in the organisation and your involvement with it.

Identify the mission, vision and values statements of your organisation. Explain the relevance of these statements and analyse how well these are communicated and understood within your organisation. If mission, vision and values statements do not exist in your organisation, devise some and explain why they are suitable.

Analyse these statements to identify how they influence culture and values. Show how this in turn affects behaviour at different levels.

Describe the structure of your organisation and, making use of academic literature, identify what type of structure it is.

Using a range of research and analytical techniques, identify the prevailing culture and the existence of any sub-cultures. Analyse your findings and make conclusions about the structure, culture and values of the organisation. Your analysis should identify how the structure, culture and values are affecting behaviour at organisational, department and individual levels. Summarise areas where there is a mismatch between the desired and actual culture, values and behaviour. Explain the reasons for this mismatch, based on your research and analysis.

Carry out research to identify internal and external factors that may affect the organisation in the future and the way it currently behaves. Analyse the potential impact of these factors on the culture and values, and identify the potential risks these factors pose.

Identify change options for the organisation that will address any current mismatch and that will help deal with the future influences. Analyse these options, taking into consideration the ability of the organisation to change, the potential resistance that may arise and the need to develop a learning culture. From your analysis, select the most appropriate change option.

Devise a cost effective change plan to implement your recommendations. In arriving at your plan you should consider change management concepts and issues. Clearly explain how the proposed changes will improve organisational cultures and values and contribute to the organisational objectives. Your plan should also include methods for monitoring and evaluating progress.

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

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

In writing the report, you should adopt an appropriate business format and show how knowledge and understanding of organisational behaviour and change management have been applied in line with the module syllabus. You should include in your report your research methodology.

At the start of your assignment report, indicate the number of words used, which must not exceed the maximum permitted amount of 4000.

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