

CAMBRIDGE

INTERNATIONAL EXAMINATIONS

CAMBRIDGE MANAGEMENT AWARD

EXECUTIVE CERTIFICATE

MODULE ASSIGNMENT

MODULE TITLE: Managing Change

MODULE NUMBER: 4173/B

Valid between 1 January 2002 and 31 December 2002

INSTRUCTIONS TO CANDIDATES

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 between 2000 and 3000 words.



UNIVERSITY *of* CAMBRIDGE
Local Examinations Syndicate

Executive Certificate Module 4173/B

Managing Change – Core Module

Title: Reviewing Change

1. Consider any change which has occurred within your chosen organisation within the recent past, and for which records are available to you. The change might be, for example, in organisational structure, type and volume of work activity, premises or site, team structure, training, ownership or management.

Write a brief report setting out the change that took place, what happened and why.

2. Prepare a more detailed historical sequence of the change, from its inception to the present day, showing the significant steps in the change process.
3. Review the management of the change process in terms of, at least, the following:
 - the preparation for change
 - communication strategy and practice
 - the justification for the change
 - the cost and benefits of the change.
4. Now consider the effects of the change upon people. You might consider the staff, customers and suppliers of the organisation, as well as the wider context and environment. You should refer to behavioural models to set your assumptions and conclusions in a context.
5. Summarise and evaluate the effects of these changes on the organisation as a whole. You should use analytical tools such as SWOT, PEST(LE), Force Field etc. to organise your analysis.

Suggest how the management of the change process could have been improved. Make recommendations for such improvements for future change management.

You must include in your assignment all documentation, notes and materials generated from each stage as shown above.

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