

CAMBRIDGE INTERNATIONAL EXAMINATIONS
Cambridge Career Award in Management
Executive Certificate

MANAGING CHANGE

4173/01
4246/01

Core Module

Valid between 1 January 2003 and 31 December 2003

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 between 2000 and 3000 words.

This document consists of **2** printed pages.



Executive Certificate Module 4173/C

Managing Change – Core Module

Title: The Changing Business Environment

1. Select an organisation that operates in a similar field to your own and collect information on its performance over the past year. In your research you should include at least the following:
 - The organisational objectives for the period under study
 - Its performance and any variances from plans
 - Key factors that impacted on the organisation during the period
 - Any key change decisions that took place and why
2. Analyse your findings and summarise the organisation's performance over the period of review.
3. Identify both internal and external forces for change within the organisation under review and the associated barriers and risks. You should use a range of analytical tools here. Summarise your findings.
4. Using the results of your research and analysis, create a plan for changes for the future success of the organisation, clearly identifying the following:
 - Key changes
 - How these could be managed
 - Potential impact on personnel
 - How the changes should be monitored and evaluated
 - Cost-benefit analysis of proposed changes
5. Make comparisons between the experiences of the organisation under review and your own organisation and write a short report making recommendations for change in your own organisation or department.

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

Your proposals for change do not have to be implemented for your assignment to be valid.