

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

**MANAGING CHANGE**

**4173/01**

**4246/01**

Core Module

Valid between 1 January 2004 and 31 December 2004

**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 **3** printed pages.

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International Examinations

[Turn over

**Professional Diploma Module 4173/4246****Managing Change – Core Module****Title: Changing for Improvement**

The assignment should be prepared in the form of a professional consultancy document that could be presented to the senior management of the organisation that the candidate works for. Candidates should **not** answer each section separately but rather present a coherent report encompassing all of the tasks given below.

Candidates are expected to draw on appropriate research, breadth of academic reading, application of theory to practice and presentation skills. The report should use the number of words as given on the front cover and have any necessary supplementary information attached in appendices.

1. Write a short description of your organisation or one that you are familiar with and how it has evolved over the past few years, highlighting any major changes that have taken place. Explain why change may be necessary for an organisation to survive and link this to the changes that have taken place.

Look at the situation in your organisation and identify changes that are likely (or known) to occur over the next year. Write these down, then identify the internal and external influences for change that will affect your department.

2. Analyse these influences to show how they will affect the work and/or structure of the department and identify the changes that you believe need to take place. Prioritise these, making appropriate justifications.
3. Decide which changes you will implement in the short to medium term, then:
  - Identify the internal and external forces that will drive the change forward
  - Identify potential or actual resistance to the change
  - Devise strategies for developing the forces for change and overcoming resistance
  - Specify the benefits of the change to your department and any drawbacks
  - Analyse the costs of implementing the change.
4. Discuss your ideas with relevant other people and get their feedback.
5. Devise an implementation plan for your proposed change. Your plan should clearly show:
  - The tasks that need to take place
  - Timescales for the tasks
  - Objectives of change interventions
  - A communication strategy
  - Methods for monitoring and evaluation

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6. Write a report to your manager, describing your change plan and justifying your proposals.

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

The changes do not have to be implemented for your assignment to be valid.

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