



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 2007 and 31 December 2007**

---

**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: Cultural Change in Organisations**

Your start point for undertaking this assignment is to familiarise yourself with the module syllabus and the associated assessment objectives and competence criteria so that your understanding and application of them will feature in your submitted report.

For this assignment you should work with your own organisation or one that is familiar to you. Describe the organisation, its purpose, products and/or services and your role in the organisation and your involvement with it.

Briefly describe how your organisation has changed over a period of time, up to the present date. In your description, you should study changes to the structure and mission, vision and values statements. Explain how these changes have led to the current organisational cultures and values.

Using a range of techniques, identify the current prevailing cultures, the perceived values and any differences that exist between groups of people, departments or locations. Analyse how the cultures are affecting behaviour. You should consider behaviour at organisational, departmental and individual level. Summarise your findings, indicating the strengths of the cultures and any identified risks.

Research the factors external to the organisation that may affect cultures and values in the future.

From your research and analyses, summarise the risks, clearly stating why they are a risk and the potential consequences of these risks. Identify changes that could take place to overcome the risks and help the organisation achieve success. Analyse these options for suitability and decide on an associated change option.

Devise a change plan and incorporate this into a report to an appropriate manager. Your report should make clear recommendations for change that will improve organisational cultures and values (so that they are aligned with current strategic/operational objectives). You should include suggestions for implementation of these, including how the change programme will be managed, monitored and evaluated.

You must include in your assignment report all documentation, notes and materials generated from each stage of the 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 should not exceed the maximum permitted total of 4000.

---

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.