

10 Managing strategic change

Zero plc

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- a Answers may include the following:
- Network analysis is a method of calculating and illustrating how complex projects can be completed as quickly as possible.
 - Zero plc is about to embark on a complex project, and careful and thorough planning are essential elements of success.
 - The project will be carried out in three stages. Network analysis will assist in planning this and in minimising the period of disruption.
 - The company has encountered 'occasional cash-flow difficulties' and network analysis can assist in managing cash by identifying those times when resources are required, avoiding the cash outflows associated with holding unused resources. (9 marks)
- b Answers may include the following:
- Lewin's force field analysis assists in identifying drivers of and resisters to change, key ones being financial pressures, consumers and the workforce.
 - However, a lack of trust is likely to be a key factor and a barrier to change because of the communication leak. This, together with parochial self-interest, are the two most important factors, according to Kotter and Schlesinger.
 - Kotter and Schlesinger identified six approaches to overcoming the barriers to change. A knowledge of and effective use of these approaches, such as education and communication, participation and involvement, may be a better way of helping manage the change.

Themes for evaluation may include the following:

- Lewin's force field analysis may help in identifying key resisters, suggesting where to concentrate efforts, but it does not provide a guide in terms of managing change.
- Kotter and Schlesinger, on the other hand, provide six suggestions for overcoming the barriers or resistance to change, and therefore this model might be more useful than Lewin's in terms of managing the change.
- Overall, Lewin's force field analysis is of limited use in managing change. (16 marks)

Essay

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Answers may include the following:

- A well-balanced project team can play an important part in managing change in most situations. Such teams should have the relevant skills to ensure that all tasks can be completed effectively and on time.
- A leader is essential to provide the vision for the change project and possibly to act as a

project champion. A leader may be essential in communicating the change vision both inside and outside the organisation. Head of Virgin Richard Branson is effective in doing this when launching new enterprises on a regular basis.

- A change management project is unlikely to be successful without having sufficient financial and information resources allocated to it.
- The planning process is important if a programme of change management is to be completed successfully. People with the correct skills are vital for this, although technology may also be deployed, for example to construct network diagrams. If planning is completed successfully, change is more likely to be successful.
- Setting goals or targets that are unrealistic can lead to employees becoming demotivated by the change programme and resisting or opposing it. This may arise because of a lack of consultation. All of these factors relate to people within a business.

Themes for evaluation may include the following:

- People are central in planning and executing change and in opposing it, so this judgement is correct.
- No matter what the skills of the people involved in planning, executing and managing change, it will not succeed if insufficient resources are available. A lack of resources prevents change from succeeding.

Using the mark schemes

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These answers give some possible responses, but not all. There are many ways in which most of the questions can be answered and the following mark schemes cannot include all of them. The answers provided are only some possible suggestions. Ask your teacher or lecturer how to use the mark schemes to select the appropriate level for your answer.

Mark schemes

a

Level	Descriptor	Marks
1	A limited response. Analysis lacks development, is mainly descriptive with only limited knowledge and understanding of the context of the question set.	1–3
2	A reasonable response. Analysis has some context, but it is not fully developed, demonstrating only a reasonable knowledge and understanding of the question set.	4–6
3	A good response. A well-developed analytical answer in context and using a good range of knowledge to answer the question set.	7–9

b

Level	Descriptor	Marks
1	Limited response — analysis has some context but lacks development, with only a limited knowledge and understanding of the question set. Judgements made but with only limited support and focus on the question set.	1–4
2	Reasonable response — analysis has some context but is not fully developed, demonstrating only a reasonable knowledge and understanding of the question set. Some supported judgement but may not be in context and may lack balance.	5–8
3	Good response — a well developed analytical answer in context and using a good range of knowledge to answer the question set. Judgements built on analysis and show some balance.	9–12
4	Overall excellent. Analysis is extremely well developed, in context and using a good range of knowledge to answer the question set. Judgements stem clearly from the analysis, are well balanced and answer the question set.	13–16

Essay mark scheme

Level	Descriptor	Marks
1	A weak response. Analysis lacks development, is mainly descriptive with only a weak knowledge and understanding of the context of the question set. Judgements are assertions only.	1–5
2	A limited response. Analysis has some context, but it lacks development with only a limited knowledge and understanding of the question set. Judgements are made, but with only limited support and focus on the question set.	6–10
3	A reasonable response. Analysis has some context, but it is not fully developed, demonstrating only a reasonable knowledge and understanding of the question set. There is some supported judgement, but it may not be in context and may lack balance.	11–15
4	A good response. A well-developed, analytical answer in context and using a good range of knowledge to answer the question set. Judgements are built on analysis and show some balance.	16–20
5	An excellent analysis that is extremely well developed, in context and using a good range of knowledge to answer the question set. Judgements stem clearly from the analysis, are well balanced and answer the question set.	21–25