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LSM8 Project and Change Management

Case Study

Imogen is the owner and manager of a well-established training business. The organisation is not for profit and provides both local and global training to individuals on marketing and advertising.

In recent years Imogen has noticed a downward trend in the number of new learners who are signing up to gain the qualification. She knows that something has to change if the business is to remain sustainable.

Imogen knows that there is no single factor that has caused the change, and decides to create a diagram to evaluate all the causes. Once she has done that, she will review a model based on Lewin's work regarding change.

By conducting an analysis, she discovers some internal weaknesses. The main area that is uncovered during this work is that the lecturers and course writers are sending out information and course content in the mail. Many competitors are using e-mail and online delivery tools.

There is even talk of a new provider coming to market that will never see the learners face to face. This is not something that Imogen has even considered and she has always had a representative on the road to meet her clients.

As well as technological drivers from change, Imogen discovers through further analysis that there are things to consider such as environmental concerns, political factors and demographics. The areas that Imogen has been focusing on to try to get new business appear to have changed. They are no longer thriving industrial areas, but towns that are suffering from poverty. Instead of targeting these areas for gaining learners, Imogen thinks that perhaps she should turn her CSR policy towards helping them. How could she have missed such a change in the local economy?

Imogen realises that she has to act fast if she is to save her business. Lots of aspects have to change at the same time, and quickly! She knows there are many types of change but her approach has to be a radical one that includes a multitude of factors.

Imogen writes herself some new objectives and goals and then maps them against the current business position. She has four categories, which include outcomes of 'avoid' and 'preserve'.

Once Imogen has a plan she knows she has to speak to her team. She is nervous about this as many of the employees, especially the trainers, have been working for Imogen since the company formed. Two of the trainers in particular are likely to be against the change as they are nearing retirement age and Imogen does not think that they will embrace such a drastic change.

Leading global excellence in procurement and supply

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CIPS Project and Change Management Sample Questions (Q79-Q84):

NEW QUESTION # 79

In project procurement management, the process of _____ involves defining what to procure, when, and how.

- A. closing procurements
- B. **planning procurement management**
- C. controlling procurements
- D. conducting procurements

Answer: B

NEW QUESTION # 80

_____ involves assigning the needed personnel to work on the project.

- A. **Acquiring the project team**
- B. Managing the project team
- C. Developing the project team
- D. Planning human resource management

Answer: A

NEW QUESTION # 81

In Project Management, what roles does the Board/Steering Group perform? Select TWO

- A. approves a budget to the project
- B. **authorises the initiation of the project**
- C. **approves major deviations from the original plan**
- D. replaces ineffective team members within the project group

Answer: B,C

Explanation:

The Board/Steering Group has ultimate accountability; it authorises initiation and approves major decisions / deviations during delivery. Budgeting and staffing are typically managed via other governance routes/roles. Reference: CIPS L5M8 Study Guide, p.161.

NEW QUESTION # 82

Process improvement plan, quality metrics, and quality checklists are the outputs of the _____ process of project quality management.

- A. controlling quality
- B. performing quality assurance
- C. quality certification
- D. **planning quality management**

Answer: D

NEW QUESTION # 83

Raincoat Incorporated is running a project with two major activities. Activity 1 will start on the 1st January and finish on the 1st June. Activity 2 will start just before the completion of Activity 1, around 15th May, and run until 31st December. What type of sequencing is being used?

- A. start to finish with lead
- B. finish to start with lag
- C. start to finish with lag
- D. **finish to start with lead**

Answer: D

Explanation:

This is Finish-to-Start with Lead: Activity 2 begins slightly before Activity 1 ends (overlap). Lag would indicate a delay or gap; lead indicates an early start/overlap.

Reference:CIPS L5M8 Study Guide, p.220.

NEW QUESTION # 84

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