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L5M8 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 Imagen 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 Imagen since the company formed. Two of the trainers in particular are likely to be against the change as they are nearing retirement age and Imagen does not think that they will embrace such a drastic change.

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CIPS Project and Change Management Sample Questions (Q139-Q144):

NEW QUESTION # 139

AOA network diagrams use only dependencies.

- A. start-to-finish
- B. finish-to-start
- C. finish-to-finish
- D. start-to-start

Answer: B

NEW QUESTION # 140

involves doing whatever you can to make sure the positive risk happens.

- A. Risk sharing
- B. Risk enhancement
- C. Risk exploitation
- D. Risk acceptance

Answer: C

NEW QUESTION # 141

Steve, an engineer in a construction company, is at present working on a home construction project. The home is being built for the Robinson family, the owners of the home. Steve is working with his project team and support staff to ensure the project is completed on time. In such a scenario, the project sponsor is _____.

- A. the project team
- B. Steve
- C. the Robinson family
- D. the support staff

Answer: C

NEW QUESTION # 142

Soles is a footwear company which has recently set up its store in Ambrosi a. To manufacture its products, Soles incurs a range of different colors. Which of the following would be an example of an indirect cost?

- A. Cost of leather used to manufacture shoes
- B. Electricity used to run its factories
- C. Cost of machines to produce shoes
- D. Salary paid to factory workers

Answer: B

NEW QUESTION # 143

The business case includes information on . .

- A. the project objective, high-level requirements, and time and cost goals
- B. the business need for the project
- C. relevant government or industry standards

• D. policies, procedures, guidelines, and systems that influence a project,s success

Answer: A

NEW QUESTION # 144

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