

## Teacher guide

### Change management – CMI

#### Where does the lesson fit?

This is a stand-alone session that would fit in a strategy module. The main activity is an investigation which would require additional time to complete, either in subsequent lessons or during the students' own time.



#### Suggested resources & activities related to change management and CMI

- Full CMI case study
- Change Management PowerPoint
- Change Management lesson resources
- CMI crossword
- CMI word search

#### Suggested timings for the session

10 mins	Starter e.g. CMI word search
5 mins	Use the Change Management PowerPoint to discuss the topic
5 mins	Read the case study
10 mins	Questions
25 mins	Introduction to task
5 mins	What have you learned?

#### Answers to questions

1. Identify two things that might occur in the external environment which will require an organisation to make changes.  
Examples include:
  - the introduction of new legislation
  - the development of new technology
  - changes in the economy
  - market fluctuations.
2. Describe the two types of decisions that may need to be made.  
The two types of decisions are:
  - Strategic – these usually affect the whole organisation and are generally made by senior managers. Strategic decisions have long term implications.



## **THE TIMES 100**

### **BUSINESS CASE STUDIES**

- Tactical – these usually short to medium term decisions made on a department bases
3. Explain some potential barriers to change.  
Barriers to change include:
- the culture of an organisation resisting the power structure
  - managers feeling threatened by the process of change
  - resistance from employees
  - a lack of understanding about why change is to take place
  - a lack of communication or trust
  - employees fearing the unknown.
4. Analyse why effective communication is so important in managing change.  
Effective communication:
- reaches the correct stakeholders
  - lets stakeholders know the reasons for change
  - allows stakeholders to ask questions
  - encourages stakeholders to be involved in the change process
  - helps to avoid rumours.

### **What have you learned?**

1. Some workers will resist change - TRUE
2. Good communication with employees will help to make the process more effective - TRUE
3. Change occurs very rarely - FALSE
4. Improving technology can be a driver for change - TRUE
5. It is better if employees are not involved in the change process - FALSE
6. Change is usually quick and inexpensive - FALSE