

ORGANIZATIONAL ANALYSIS & CHANGE MANAGEMENT

STAY-AT-HOME FINAL EXAM

Please take a moment to read ALL instructions thoroughly BEFORE working on the exam!

Instructions:

1. This Final Exam should be written in full-sentence **ESSAY form**. Point form is acceptable **ONLY** for listing specific items. You can use subheadings within your responses to separate/organize different sections, examples, etc.
2. At the top of the first page of your document (or if you prefer, on a separate cover page), please provide identifying info, including your name, date, course, Final Exam, and a title for your paper, if you wish. Text should be double-spaced, 12-pt. font size, with 1-inch margins, and please use PAGE NUMBERS throughout the document!!
3. If applicable, include a reference list at the end of your essay. While you are NOT required to find or use additional sources beyond your class notes and materials, if you do bring in other readings to support your arguments, refer to CCSU Burritt Library's [APA style guidelines](#) for how to properly cite in-text sources used for all direct quotations, facts, figures, and/or any non-original work.
4. **The Final Exam is worth 25% of your final grade.** You will be assessed on your ability to:
 - thoroughly address all requirements of the exam questions and provide strong evidence to support and bolster your arguments and/or opinions.
 - correctly apply your knowledge of MGT 345 course concepts, theories, and content to the case study, **using the IDEA framework for guidance** (see posting in Blackboard). ****NOTE: To highlight your course concepts/terms/ideas/models, please use BOLD text the first time you introduce them in your response.****
 - communicate in a clear, organized manner that flows logically – you can use subheadings to help transition from topic to topic, if desired.
 - demonstrate good writing mechanics—that is, writing which is free from grammatical, spelling, punctuation, referencing, and syntactical errors.
5. **The Final Exam is due by 11:59 PM (end of day) on FRIDAY, MAY 14th, 2021.** Save your document as a **Word or PDF file ONLY** (*please, no Pages files!*), then upload and submit to the “Final Exam Dropbox”. Make sure to keep a copy on your computer until you have received your final grade for the course. *There will be a 10% deduction per day for late submissions.* **NOTE: No late exams will be accepted after 11:59 PM on SUNDAY, MAY 16th, 2021!!**

 **GOOD LUCK!!** 

ANALYZING YOUR OWN CASE STUDY

I have been so impressed with your stories and reflections during our class discussions on your own employment and/or organizational membership that I have decided to design the final exam around what you know best: your own life experience! To that end, I would like you to choose and focus on a specific organization you are/were involved with in some capacity (i.e. as a paid employee, volunteer, member, etc.) for your case study.

The Scenario:

Please think about either a specific incident/event, or perhaps a more general problem or issue that you experienced during your involvement with the organization. While in reality you may or may not still be connected with the organization, imagine that the organization's leadership has reached out to you to act as a consultant (you're flying solo now!). They found out that you have been studying Organizational Analysis & Change Management (OACM), and you have been developing your critical thinking and analytical skills. They have therefore requested your expert skills and knowledge in the area of OACM to help them understand what has happened/is happening in the organization, and importantly, how to move forward.

The Report:

Here are the following sections/information you need to provide in your report to the client organization:

1. The Case Study/Story

Begin by **telling the story about what happened/is happening in your organization**. While you are **writing it in the form of a story**, you do need provide sufficient background so that the reader will appreciate the issues at hand. Therefore, make sure to think about how to address and include important details and information somewhere in your story, for instance:

- What is the organization? What's its purpose?
- What is your relationship/role within the organization?
- Who are the key people involved? What are their roles?
- If a **specific event or incident**: *What happened? When? Where? How? What were the some of the outcomes/consequences? How is it affecting the organization (i.e. operations, its people, etc.). What is the current status?*
- If a **more general problem or issue**: *What's going on? What factors led to this problem? What are the outcomes/consequences of it? How is it affecting the organization (i.e. operations, its people, etc.). What is the current status?*

2. Your Multi-Frame Analysis

To perform a multi-frame analysis for your case study, please do the following:

- To introduce your analysis, please provide a few sentences where you **identify** and briefly **describe**, in plain terms, the major problem or challenge that the organization should address. In other words, this is what YOU have identified as the major problem that they need your assistance to resolve.
- Next, you should **apply ALL FOUR of the theoretical frames** to the problem, using that frame's concepts/theories to analyze and explain the underlying causes. Working ONE frame at a time, discuss the problem from that frame's perspective. To discuss the problem, you must **identify, define, and apply at least ONE theory/concept/model** from that particular frame. To highlight your concepts, please use **bold text** the first time you mention them. (Remember, the IDEA model as a guideline)
- Repeat the above step for the three other theoretical frames. *So, IN TOTAL, you need to analyze the major problem from ALL FOUR frames, and apply a total of AT LEAST FOUR different concepts/theories/models (i.e. one from each frame).*
- Remember, while the problem may at first appear as purely "structural" or "political" in nature, your task is to examine the problem more holistically from different theoretical perspectives, attempting to expose its multi-dimensional and complex character.
- To kickstart your thinking for the analysis, **you may refer to Exhibit 15.1 in Reframing Organizations (also included in Chapter #15 PowerPoint)**, which summarizes how some common organizational processes and activities are interpreted from the four different theoretical frames.

3. Recommendations & Action Plan for Change

Assuming that it's not too late to address or solve the problem, you will now offer your client some recommendations and an action plan for making the needed changes.

For **EACH theoretical frame**, offer some practical recommendations to address the problem. You should be creative with your solutions, but try to justify why you believe they will work.

To implement the Recommendations successfully, you should also offer an Action Plan that will help them deal with the changes – especially any resistance that might arise from organizational members. To do this, please refer to **Kotter's Model of Effective Change (Exhibit 18.2 in textbook and Chapter #18 PPT)**. For EACH theoretical frame, please **identify, define and discuss ONE of Kotter's techniques that can be used to facilitate the change**. To highlight your concepts, please use **bold text** the first time you mention them. Finally, make sure to explain how this specific action will assist in or is important to the overall change needed in the client organization.