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| **THIS IS THE NOTES COLUMN FOR 3.6.1 Causes and effects of change** |
| a) Causes of change:* transformational leadership

(i)Click on the following link [https://en.wikipedia.org/wiki/Transformational\_leadership](https://en.wikipedia.org/wiki/Transformational_leadership%20) and answer the following question:* What is **transformational leadership**?

a) Causes of change:* the market and other external factors (PESTLE)

(ii) Click on the following link [https://www.tutor2u.net/business/reference/what-is-pest-analysis](https://www.tutor2u.net/business/reference/what-is-pest-analysis%20) and answer the following questions:* What does the term **PESTEL** stand for?
* Provide a brief description for each of the letters in **PESTEL**
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| **THIS IS THE RECALL COLUMN**What questions do you have for Mr Sultan Ahmed about the concepts you have just made notes on? | **Write your notes to the above questions in this box** |
| **THIS IS THE NOTES COLUMN FOR 3.6.1 Causes and effects of change & 3.6.2 Key factors in change** |
| a) Causes of change: b) Possible effects on: a) ***Organisational culture**** ***changes in organisational size*** competitiveness b) ***Size of organisation***
* poor business performance productivity c) Time/speed of change
* new ownership financial performance d) Managing resistance to change

 stakeholdersClick on the following link [http://www.bbc.co.uk/programmes/b03xglvt](http://www.bbc.co.uk/programmes/b03xglvt%20) and answer the following questions:* At 6.54 minutes based on Bruno Cercley, CEO of Rossignol Group response to the interviewer's question - what do you think the **organisational culture** was like at the company before the beginning of their decline?
* At 8.31 minutes why is the interviewer's question is an example of a **PESTEL** factor. Be precise in stating which **PESTEL** factor it is.
* At 9.09 minutes based on Harriet Green, CEO of Thomas Cook Group statement about what went wrong at Thomas Cook - how do you think the **size of the organisation** was a disadvantage to Thomas Cook?
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| **THIS IS THE RECALL COLUMN**What questions do you have for Mr Sultan Ahmed about the concepts you have just made notes on? | **Write your notes to the above questions in this box** |
| **THIS IS THE NOTES COLUMN FOR 3.6.1 Causes and effects of change & 3.6.2 Key factors in change** |
| a) Causes of change: b) Possible effects on: a) Organisational culture* changes in organisational size competitiveness b) Size of organisation
* ***poor business performance*** productivity c) Time/speed of change
* new ownership financial performance d) Managing resistance to change

  ***stakeholders***Click on the following link [http://www.bbc.co.uk/programmes/b03xglvt](http://www.bbc.co.uk/programmes/b03xglvt%20) and answer the following questions:* At 11.28 minutes based on Bruno Cercley, CEO of Rossignol Group statement about producing 400 different types of skis - how do you think this had a negative effect on **stakeholders**?
* At 11.56 minutes based on Bruno Cercley, CEO of Rossignol Group statement about cutting their product range by 50% - what effect could this have on improving **poor business performance**?
* At 12.16 minutes what change occurred which is an example of another **PESTEL** factor. Be precise in stating which **PESTEL** factor it is.
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| **THIS IS THE RECALL COLUMN**What questions do you have for Mr Sultan Ahmed about the concepts you have just made notes on? | **Write your notes to the above questions in this box** |

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| **THIS IS THE NOTES COLUMN FOR 3.6.1 Causes and effects of change & 3.6.2 Key factors in change** |
| a) Causes of change: b) Possible effects on: a) Organisational culture* changes in organisational size competitiveness b) Size of organisation
* poor business performance ***productivity*** c) Time/speed of change
* ***new* *ownership*** ***financial performance*** d) Managing resistance to change

 stakeholdersClick on the following link [http://www.bbc.co.uk/programmes/b03xglvt](http://www.bbc.co.uk/programmes/b03xglvt%20) and answer the following questions:* At 15.21 minutes based on Martyn Gibbs, CEO of Game Retail Ltd response to the interviewer's question - why is **new ownership** an example of a cause for change?
* At 16.46 minutes based on Harriet Green, CEO of Thomas Cook Group statement about the two things that needed to change at Thomas Cook
	+ How do you think this would affect the **productivity** and **financial performance** of Thomas Cook?
	+ What would this mean for the **time/speed of change** needed to implement these changes?
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| **THIS IS THE RECALL COLUMN**What questions do you have for Mr Sultan Ahmed about the concepts you have just made notes on? | **Write your notes to the above questions in this box** |

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| **THIS IS THE NOTES COLUMN FOR 3.6.1 Causes and effects of change & 3.6.2 Key factors in change** |
| a) Causes of change: b) Possible effects on: a) ***Organisational culture**** changes in organisational size ***competitiveness*** b) Size of organisation
* poor business performance productivity c) Time/speed of change
* new ownership financial performance d) Managing resistance to change

 stakeholdersClick on the following link [http://www.bbc.co.uk/programmes/b03xglvt](http://www.bbc.co.uk/programmes/b03xglvt%20) and answer the following questions:* At 19.20 minutes based on Martyn Gibbs, CEO of Game Retail Ltd response to the interviewer's question - how did GAME restart the steps towards achieving **competitiveness**?
* At 20.18 minutes based on Harriet Green, CEO of Thomas Cook Group statement - how can the CEO create a change in the organisational culture?
* Do the same as above with based on Bruno Cercley, CEO of Rossignol Group statement at 21.56 minutes.
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| **THIS IS THE RECALL COLUMN**What questions do you have for Mr Sultan Ahmed about the concepts you have just made notes on? | **Write your notes to the above questions in this box** |
| **THIS IS THE NOTES COLUMN FOR 3.6.1 Causes and effects of change & 3.6.2 Key factors in change** |
| a) Causes of change: b) Possible effects on: a) Organisational culture* changes in organisational size competitiveness b) Size of organisation
* poor business performance productivity c) Time/speed of change
* new ownership financial performance d) **Managing resistance to change**

 stakeholdersClick on the following link [http://www.bbc.co.uk/programmes/b03xglvt](http://www.bbc.co.uk/programmes/b03xglvt%20) and answer the following questions:* At 22.43 minutes based on Harriet Green, CEO of Thomas Cook Group statement - how can **resistance to change be managed**?
* Do the same as above with based on based on Martyn Gibbs, CEO of Game Retail Ltd statement at 23.32 minutes.
* Do the same again as above with Bruno Cercley, CEO of Rossignol Group statement at 24.40 minutes
 |
| **THIS IS THE RECALL COLUMN**What questions do you have for Mr Sultan Ahmed about the concepts you have just made notes on? | **Write your notes to the above questions in this box** |
| **THIS IS THE SUMMARY SECTION**Fill in this section within a day of the lessonRevise the notes and questions you have written and write a summary of the information in this section |
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