

Leading cultural and organizational change at the royal conservatory of music

[Business](#)



Case 13 Answer The major issues raised in the study are incorporation of environmental changes within the broad goals and objectives of RCM and meeting the challenges of time with creative inputs. It was started in 1886 in Toronto as music school and had emerged as top school for piano. It had maintained its traditional approach to teaching. But by 1950s, University of Toronto gave it a stiff competition by its modern outlook and more professional way of working. The university gradually took over its traditional role of preparing concert stage musicians which led to the decline of RCM. These events were important issues that were raised in the text.

Answer 2

Yes, Peter Simon was successful because he was able to turn around the declining status of RCM into successful institution with wide ranging activities in the field of music. He brought in corporate culture that used technology and innovation in the area of academics.

Answer 3

A shift from academic to corporate culture broadly means that while academic is mainly concerned with scholastic achievements, corporate culture is goal driven and strives to meet the challenges of time with new ideas and products. Higher performance outcome and financial gains become critical paradigms of success.

Answer 4

I would advice Peter Simon to maintain high degree of ethics within RCM so that quality in music school is maintained. The online education must be accompanied by in-house training and practical tests. It would help to gain credibility amongst the various stakeholders like students, music teachers,

donors etc. (words: 255)

Case study 14

Answer 1

Knowledge sharing has increasingly become vital aspect of competitive advantage. I would therefore suggest Peter Flagstaff and Lindsay Gibson to create a learning environment that promotes knowledge share. Use of technology within the operations would greatly help to create a large database of new ideas and information that can be shared, as and when required. Effective management information system should also be developed so that management is able to monitor the projects and is able to give critical inputs to the accounts executives to save time.

Answer 2

The points made by accounts executives for not sharing ideas are not valid mainly because they are working in the knowledge intensive industry where creativity is highly regarded. But at the same time, they are also working within a highly fragmented and competitive environment where time is a critical factor. Sharing of ideas therefore become very important elements as they would help save time and help the firm to maintain its leverage against their rivals.

Answer 3

Flagstaff needs to redefine and reorganize its culture to accommodate the changes of external environment. The firm needs to inculcate an environment of trust and understanding across its workforce. Creating a technology savvy culture is the need of the hour as it would help develop an extensive database of the new ideas. Knowledge is one of the most crucial

elements of informed choices which are exploited by the leadership to gain competitive edge in the market. Hence, creating a knowledge sharing culture would greatly facilitate the firm to compete effectively against their competitors. (words: 260)

Reference

Case study 13. 1. Leading Cultural and Organizational Change at the Royal Conservatory of Music.

Case study 14. The Reluctant Information Sharers.