Pearson Higher National DIPLOMA IN

BUSINESS

ASSIGNMENT BRIEF

UNIT 17: UNDERSTANDING AND LEADING CHANGE

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Colbourne College
Student Cover Page And Assignment Brief

Unit Number and Title	Unit 17: Understanding And Leading Change	
Academic Year		
Unit Tutor		
Assignment Title	**Change impacts on an organisation's strategy and operations and the influences that drivers of change have on organisational behaviour**	
Issue And Submission Date	ISSUED ON:	DUE ON:
NAME OF CONTRIBUTORS *Authenticity Of Own Work* By affixing my name, I hereby confirm that this is my own work and all information included were credited to the source. No part of this work is plagiarised.		

Plagiarism Report Is Included	YES	NO	Number Of Pages In The Assignment	

Submission Format

PAPER 1 & 2. INDIVIDUAL ESSAY ASSIGNMENT

This an essay and not a research report. You should read, understand and analyse the situations in the case studies that are provided. That is, draw from the information and examples in the case studies and provide your own perspectives/ideas to address the tasks. Thus, you are evaluating the cases. Notwithstanding, you will support your arguments through evidences from research.

PRESENTATION REQUIREMENTS:

❖ Any information that you pull from the different literature/sources **must** be referenced both in-text and in the reference list. If you fail to reference your work this will lead to a fail grade.

❖ You will write in clear and concise languages. Use paragraphs to differentiate the main ideas presenting. Your font style should be Arial and font size 11.

❖ The recommended word requirement for each of the P tasks is 450 words. M and D tasks are usually 350-400 words each. You **MUST** use the headers same as given e.g. P1, M1, P2. Do not reword them from the original

❖ Save your work as PdF before submitting.

ASSIGNMENT BRIEF

The aim of this unit (understanding and leading change) is to prepare students to anticipate, plan and deliver organisational change. In addition, students will be able to predetermine appropriate and timely interventions required to maximise the benefits and minimise the risk of organisational change.

You should demonstrate the following competencies:

LO1. Compare ways in which change impacts on an organisation's strategy and operations.

LO2. Evaluate the influences that drivers of change have on organisational behaviour.

CASE STUDY AND SCENARIO

Imagine that your boss asks you to run as fast as possible in one direction, and then after a few minutes, blows the whistle and asks you to run the opposite way. Imagine that this happens over and over again. After a while, you'd not only get tired, you would be frustrated by the meaningless instructions and the lack of progress. And you'd be less willing to run again next week since you would no longer trust that your boss had a real plan. This sense of being pushed and pulled every which way – without having any broader context or a sense that you're getting somewhere – is something I see all too often in organizations, as executives try to keep up with new competitors or business trends.

For example, the CEO of a large technology firm, AZUL Technology INC, oscillated between major expansions (e.g. pursuing adjacent markets, making acquisitions) and significant contractions (e.g. downsizing, divestitures, program cancellations) several times over the course of just a few years. Each strategic shift, of course, was carefully explained and justified by changing market conditions or opportunities; but the net result within the company was a performance-sapping sense of cynicism. Middle managers had to go back and forth between firing people and finding new ones with different skills, and few people believed that the yearly planning and budgeting cycle was anything more than a painful exercise, since it was always changing midway through.

Leaders have to place strategic changes, initiatives, and goals into a broader organizational context, or they risk losing good talent, burning out managers, and wasting money on programs that don't pay off. People have to see *why* what they're doing has to change, *why* they should suddenly be moving in a new direction. This is even more important when a new executive or team leader takes over. Often, they hope to create a legacy by abandoning old strategies and pursuing new ones. This is all right as long as they explain the rationale behind their actions.

For example, think of all the zigzags in strategic direction the old Hewlett Packard took as it went through four CEOs in a decade: first, the focus was on technology innovation, then it was on growth through acquisitions, and then on efficiency. These constant changes made it difficult for employees to stay excited about a company that had previously been an industry bellwether.

These cases aren't the exception. Many companies are inconsistent in their strategic direction, often because leaders want to find the next shiny new idea that will transform (or save) the company. For example, one large retail company has been starting and stopping a number of new initiatives as it searches for the magic solution to counteract more and more consumers shopping online. They've tried launching a large-scale program to monetize the company's real estate, introducing a new marketing campaign, creating a new information system and "big data" approach, consolidating their buying categories, downsizing functions, testing new store concepts...the list goes on. Each of these might make sense individually, but because they haven't been positioned as an integrated way of coping with a changing environment, employees have become skeptical about senior management's ability to secure the future.

(Link To Source: https://hbr.org/2015/11/to-lead-change-explain-the-context)

PAPER 1 | LEARNING OUTCOME 1

THIS IS AN ESSAY. COMPULSORY TASK: READ THE CASE STUDY AND ANSWER THE TASKS BELOW:

1. **For P1:** Compare the two organisational examples where there has been an impact of change on an organisation's strategy and operations.

OPTIONAL TASK:

2. **For M1:** Assess the different drivers for change in each of the given organizational examples and the types of organisational change they have affected.

P1 and M1 can be combined into ONE essay of 1,100 Words:

- *Address what is change in a business context, the different drivers of change in each of the organisational examples, and the impact of the specific changes on structure and strategy, people, and business processes.*

PAPER 2 | LEARNING OUTCOME 2

COMPULSORY TASKS: USE ONE OF THE CASES TO ANSWER P2 & P3:

1. **For P2**. Evaluate the ways in which internal and external drivers of change affect <u>leadership</u>, <u>team,</u> and <u>individual behaviors</u> within one of the organizational examples.

   (Consider the psychological impact of change on people; and how change impacts on i) team dynamics and ii) how people are led and managed).

2. **For P3**. Evaluate measures that can be taken to minimize the negative impacts of change on the organizational behavior

   (cite negative impacts in the case study and show how the selected measures can minimize these).

OPTIONAL TASKS: USE THE SAME CASE STUDY TO ANSWER M2 & D1:

3. **For M2**. Apply FOUR (4) of the following theories and models to critically evaluate the organizational response to change

   o Lewin's force field model;

   o Lewin's unfreeze, change and freeze change model;

   o Kotter's Eight (8) Steps

   o ADKAR

   o Burke-Litwen model

   o Kaizen

4. **For D1**. Draw conclusions and recommendations with valid justifications for planning effectively for change by applying change impact analysis.

   It's important that the organization be prepared for the impacts of the changes that are taking place in its internal and external environments. Thus, it's important to proactively plan different strategies to address the positive and negative impacts of the changes on the organization. You should: identify the internal and external drivers of change affecting the same organizational example; explain the concept of change impact analysis; then apply change impact analysis to plan the strategies that the organization may put in place for the impacts of these said changes. Use a systems theory and continuous improvement models to predict and proactively plan for change.

1) Read the brief and think about what the assignment brief is asking. Make sure you understand the assessment criteria and nature of the evidence that must be produced. If you are not clear seek guidance from the tutor on the unit.

2) Guided by what the subject areas and issues in the task, you will conduct literature review to produce research findings that provide valid answers to the problem/subject/issues that you are inquiring.

3) Produce an appropriate assessment action plan that includes relevant research resources and timeframes. Submit this to the tutor for additional support or clarification if required.

4) You must be clear on the requirements to develop an appropriate specification to produce and communicate your work to the intended audience e.g. for written essays or reports you will organise the paper in sections:

   4.1. SECTION 1: **Introduction** – In a short opening statement you will outline what the task is asking and the aim/s of the paper. Further, you will briefly define the key terms in the assignment.

   4.2. SECTION 2: **Research Findings** - you will research the subject area/s and find answers and generate the knowledge to correctly investigate the issues raised. To carry out the research, apply a range of secondary research sources to elucidate the scope of the subject and support the requirements set out in the task. The research findings that you produce must be valid. This means that the findings must be relevant, and the sources used are appropriate. You will apply the research findings to your work to support, compare, analyse and validate the ideas and arguments.   All arguments and ideas discussed must be credited to the source. That is, you must correctly state the name of the Author or source that you obtained the information from e.g. (Brown, 2016). The required referencing style is Harvard Referencing.

   RESEARCH SOURCES: Secondary research sources that you can use to gather information for your work may include textbooks, journal articles, magazine articles (not factual accounts) and newspapers. Other sources that you may collect information from are *primary research sources* which include original first-hand accounts, legal and historical documents, results of experiments and market research data collection.

   RESEARCH METHODS: You will further apply *qualitative and/or quantitative research methods* to evaluate the research findings from the primary sources. Qualitative is reasoning with arguments while quantitative is numbers and figures.

   AVOID PLAGIARISING: You must reference all the sources in the body of your work (in-text). Further, create a reference page to list all these in-text sources that you cited in the work. Failure to reference your work intext and on the reference page will result in a fail grade for the unit, as this is plagiarism (cheating/academic misconduct).

   4.3. SECTION 3: **Discussion** - this is substantive discussion of the research findings. Here you will carry out the command verb in relations to the task you are assigned. E.g. you may be asked to analyse, explain, assess, apply, justify, compare etc. These are different commands and will require different approaches. Also, if the research findings are not relevant to the task, no matter the quality and rigor of the discussion, the criteria will not be met because your discussion should be an expansion of the research findings. Hone your discussion to meet all criteria set out in the task.

   4.4. Section 4: Conclusion. Draw conclusions to form the basis for recommendations. Conclusions are summary of the main points in the work. Recommendations are future actions needed based on the conclusion/outcome.

   5) Submit a **pdf copy of your work** on or before the published deadlines. Work past due is not acceptable under any circumstances except in extenuating circumstances which must be approved before the deadline expires.

   6) Submit your work using the correct portal on iTutor. Work sent to incorrect portal will not be marked.

   7) Students will be awarded either Pass, Merit, Distinction, Referred, Incomplete, or Fail grade. In practice, this means that a student must achieve all the required learning outcomes to be awarded pass grade or higher. Thus, for students to achieve Pass, they must achieve all of the requirements that define the Pass. To achieve a Merit, students must achieve all the requirements that define Pass and Merit. For Distinction, the student must achieve all Pass, Merit and Distinction requirements. Referred Grade is where one or more tasks does not achieve a Pass Grade. You will be given feedback and the opportunity to submit the corrections at a future time agreed with your Supervisor.

   8) Failure to submit any part of an assignment will result in the work marked In-Complete. In-complete then changes to Fail. Avoid fail grade at all cost. In-complete (IC/NC) and Fail Grade (F) mean that you must pay to take over this unit/course. Here are the ways to fail: 1) not doing the working at all; 2) not attempting all the tasks listed as P (e.g. P1, P2 etc), 3) getting over 60% of the tasks as referred grade; and 4) plagiarising. Historically, less than 5% of the class will Fail.

COURSE CONTENT AND OBJECTIVES

LO1: Compare ways in which change impacts on an organisation's strategy and operations.

Change as a constant requirement:

❖ What is change in a business context?

❖ How does position and perception influence a view of change as negative or positive?

Types of organisational change:
❖ To include structural and strategic, and people and processes.

Drivers of change:
❖ Consideration of internal and external drivers which could be based on a PEST and/or SWOT analysis.

Dealing with change:
❖ To include planned and emergent change, strategies for change and the Bohner and Arnold Change Impact Analysis.

LEARNING RESOURCES TO SUPPORT LO1 PAPER 1

The following Reading Assignments are pertinent to the lessons and assignments:

❖ Change in the business context - The Performance Management
LINK:
http://webcache.googleusercontent.com/search?q=cache:ptVe81yhTwAJ:www.helpingmakeithappen.com/images/CHANGE_IN_THE_BUSINESS_CONTEXT-AN_OVERVIEW.doc+&cd=12&hl=en&ct=clnk&gl=us

❖ Setting the Strategic Context for Change
LINKS: http://mchannigan.com/strategic-context-for-change/

❖ **How To Provide Context for Change Management**
LINK: http://blog.prosci.com/blog/how-to-provide-context-for-change-management

COURSE CONTENT AND OBJECTIVES

LO2: Evaluate the influences that drivers of change have on organisational behaviour

Change and the impact on organisational behaviour:
- ❖ Considering the psychological impact of change on people.
- ❖ How change impacts on team dynamics and how people are led and managed.

Recognising drivers of change:
- ❖ Using analytical tools such as PEST and SWOT.
- ❖ Selecting the most significant drivers in a given context.

Responding to drivers of change:
- ❖ Using systems theory and continuous improvement models to predict and proactively plan for change.
- ❖ Using the Burke-Litwen model to make the change process efficient and effective.

LEARNING RESOURCES TO SUPPORT LO2 PAPER 2

The following Reading Assignments are pertinent to the lessons and assignments:

- ❖ **Internal And External Drivers Of Change**

  LINKS: https://johnolaghere.files.wordpress.com/2010/05/internal-and-external-drivers-of-change.pdf

- ❖ **Internal And external Drivers Of Change – minimizing its negative impacts**

  LINK: http://1000ventures.com/business_guide/crosscuttings/change_drivers.html

- ❖ **Change Management Models**

  LINK: http://www.change-management-coach.com/change-management-models.html

- ❖ **Assessing Organisations Needs And Change Imperatives**

  LINK: http://www.changemethod.com/shared-change-purpose/#change_impact_assessment

- ❖ **Change Impact Assessment**

  LINK: http://www.changemethod.com/change-impact-assessment/

SEE THE RECOMMENDED TEXTS ON THE WEBSITE