

Unit 3 Strategic Change Management

Unit code: J/602/2062

QCF Level 7: BTEC Professional

Credit value: 10

Guided learning hours: 30

UNIT AIM

This unit provides the learner with the understanding and skills to support active engagement in the process of strategic change management.

UNIT INTRODUCTION

Alvin Toffler's famous comment 'There is only one constant today and that is change' was made some decades ago, but now change itself is changing at a fast rate. The phenomenal pace of change in countries such as China and India is impacting on older, established economies in the western world. With such change comes uncertainty and insecurity. Organisations, even those in the public sector where 'steady state' was ever the watchword, can no longer sit back. All organisations are being increasingly challenged by change. Consequently, they need to understand the issues that drive the need for change in their own organisations. This means that organisations need to have a proactive approach to strategic change management.

Strategic change management is most effective when an organisation actively seeks the participation of all relevant stakeholders. A change management strategy will be effective only if it has the support of all stakeholders. If they are to have a sense of ownership, stakeholders need to have the opportunity to contribute to the development of the change strategy.

Strategic change impacts on the human resources structure of the organisation and this often means a restructuring of the workforce or changes in working practices. Almost inevitably, change will generate resistance from some, particularly those who feel that the change will have no positive benefits for them. Other people may resist change simply because they prefer the status quo. Organisations need to ensure that they have strategies in place to manage resistance to change and this should be part of the overall model that they adopt for managing the change. Once in place, progress towards change will need to be monitored.

Learners will develop an understanding of the models of strategic change and the role that stakeholders play in this process. They will then examine the need for change in a selected organisation and plan the implementation of a model for change.

ASSIGNMENT ONE

LO 1. Understand the background to organisational strategic change (2, 500 WORDS)

CASE STUDY

You are a senior manager recently hired to help your company to achieve active engagement in the process of strategic change management and in ways that are closely aligned to the organizational goals. You have already conducted an organizational review to assess the needs of the organisation in its changing environment. Use this information to examine various models of strategic change, the relevance of these models of strategic change in the current economy, and the value of using strategic intervention techniques in the organization. Report on your findings to the CEO.

TASK ONE

AC 1.1. Discuss models of strategic change

To achieve AC 1.1., you need to show that you understand the different approaches to models of change management. You must discuss a minimum of any three of the following established models, highlighting the differences in their approach.

Models: John P Kotter's eight steps to successful change; Kübler-Ross five stages transition (grief) cycle; Prosci's five building blocks ADKAR (awareness, desire, knowledge, ability, reinforcement) model; McKinsey's 7S (strategy, structure, systems, shared values, skills, style, staff) framework; Kurt Lewin's change management model - unfreeze, transition and refreeze; Burke-Litwin's causal change model; action research; gap analysis

TASK TWO

AC 1.2 Evaluate the relevance of models of strategic change to organisations in the current economy

To achieve AC 1.2, evaluate the relevance of the models of strategic change you selected in AC1.1. Use examples from the organisation to illustrate. You will need to explain why the models for change are appropriate in the examples you provide.

TASK THREE

AC 1.3 Assess the value of using strategic intervention techniques in organisations

For AC1.3, you will be expected to assess the value of using specific strategic intervention techniques in the organisation.

Strategic interventions: teambuilding consensus and conflict, game play, contingency theory, autocratic versus participative style, proactive and reactive, creating synergy; human process interventions; techno-structural interventions; human resources management interventions; organisational and external environment interventions

THE DUE DATE FOR ASSIGNMENT ONE IS: June 23

FURTHER INSTRUCTIONS

Carry out the following as research activities using appropriate research tools. Please refer to the course outline and resources provided. Include at least six (6) references in each task (AC). Use Harvard Referencing Style through-out the work. Adapt a standard and professional report format. Your review of the organization, supporting literature, recommendations and conclusions (evidences) must underpin the unit's **Assessment Criteria (AC)**.

RESOURCES

Compulsory reader for this course

TEXT: :: Deep Change: Discovering the Leader Within, by Robert Quinn

LINK TO PURCHASE NEW OR USED COPY AT AMAZON:

https://www.amazon.com/Deep-Change-Discovering-Jossey-Bass-Management/dp/0787902446/ref=sr_1_1?s=books&ie=UTF8&qid=1386279303&sr=1-1&keywords=deep+change

TEXT: Leading Change, by John Kotter

LINK TO PURCHASE NEW OR USED COPY AT AMAZON:

https://www.amazon.com/Leading-Change-New-Preface-Author/dp/1422186431/ref=sr_1_1?s=books&ie=UTF8&qid=1386284655&sr=1-1&keywords=leading+change

Supplementary Resources (Websites)

Article: Three Levels of Change Management

LINK: <https://www.prosci.com/change-management/what-is-change-management>

Article: Why Change Management?

LINK: <https://www.prosci.com/change-management/why-change-management>

Article: Gap Model

LINK: http://www.lindsay-sherwin.co.uk/guide_managing_change/html_change_strategy/01_gap_model.htm

Article: McKinsey 7S Model

LINK: <https://www.strategicmanagementinsight.com/tools/mckinsey-7s-model-framework.html>

Article: Change Management Tool - Force Field Analysis

LINK: <http://www.change-management-consultant.com/kurt-lewin.html>

Article: John Kotter's leading change model

LINK: <http://www.change-management-consultant.com/john-kotter.html>

Article: What is the ADKAR Model

LINK: <https://www.prosci.com/adkar/adkar-model>

Article: Kubler-ross model for death and bereavement counselling, personal change and trauma

LINK:

http://www.businessballs.com/elisabeth_kubler_ross_five_stages_of_grief.htm

Article: Change Management Intervention Models

LINK:

https://sielearning.tafensw.edu.au/MBA/bsbmgt608b/BusinessServices/lo/1207_020138_608K_03_wi/1207_020138_608K_0305_wi.htm

Article: The Dale Carnegie Training Change Model

LINK:

<http://www.dalecarnegie.com/assets/1/7/DaleCarnegieChangeManagementGuide.pdf>

ACADEMIC CRITERIA AND SCORING THE WORK

To Pass you must:

- i) Submit ALL required assignment timely and at required standard.
- ii) Answer the questions in sufficient length and breadth to demonstrate:
 - 1) grasp of the subject content
 - 2) ability to apply the knowledge to the context provided;
 - 3) ability to think critically and identify risks, limitations and challenges in the contents and contexts provided;
 - 4) ability to engage and cooperate in a team; and
 - 5) ability to meet deadlines by completing the assignments and posting them to the group on or before the published deadlines.

You will **fail the discussion forum** or **re-sit the course work** if you:

- i) Fail to demonstrate reasonable breadth of knowledge in the content area.
- ii) Fail to present original work and/or cite your sources. Plagiarism is not tolerated under any circumstances.
- iii) Fail to consistently engage or participate in the required team-work and group dialogue – if you are added to a team.
- iv) Fail to submit your assignment by the published deadline and the three weeks extension for late work.

Students' work must meet the following requirements (alongside the criteria above):

1. Carry Out the command verbs e.g. in AC 1.1: To **Evaluate** which means: "Provide evidence from a wide range of sources which both agree with and contradict an argument." Here is a direct link to the definition of the Command Verbs used in these tasks: LINK: <http://www.ocr.org.uk/Images/149928-command-verb-definitions.pdf>
2. Provide evidence of adequate research based on accuracy and depth of content shared.
3. Discuss the topics and perspectives related to your research findings and Course Content.
4. Demonstrate acceptable level of proficiency in writing and/or speech for the graduate-level: Clarity, Diction, Expressions, Grammar, Spelling, Usage and Sentence Structures.
5. Use Harvard Referencing Style Through-out the work.
6. Cite at least Six (6) Valid Sources in each one of the tasks e.g. AC 1.1.
7. Have no Plagiarism infringements. Submit a Plagiarism Report with all assignment showing no higher than 11%. A Referred Grade is awarded if it exceeds or is not included.
8. Meeting Professional Standards for a structured Presentation E.g. Business Report.
9. Include a Reference Page of all sources used in your work.

SCORING THE TERMPAPER

- ❖ Level 7 work are Awarded: **PASS** Grade when ALL the Assessment Criteria (AC) and other quality measures stated on this page are met.
- ❖ **FAIL GRADE** is only awarded only when students do not submit, participate, or complete the required assignments.
- ❖ **REFERRED GRADE** is awarded when the student fails to achieve the required standards with one or more of the tasks and must re-submit the corrections to Pass the unit.

DEADLINES AND RESTRICTIONS FOR ASSIGNMENTS

EARLY DEADLINES

Students are expected to submit coursework on or before the deadline published in the assignment. All dates given are early deadlines.

LATE SUBMISSION WITH LATE FEES

There is a further extension of no later than three weeks from the published deadline for the submission of late work. Contact Student Services if you are unsure of the late deadline.

LATE FEE IS \$12.00

Late Fee of \$12.00 is applied per assignment eg. \$12 for the late term-paper; and \$12 for the late Discussion Forum.

No Assignment is acceptable after the late deadline under ANY Circumstances (excluding extenuating circumstances). Thereafter the student will be awarded a FAIL GRADE for the assignment.

EXTENUATING CIRCUMSTANCES

Students are encouraged to submit/sit assessments at the prescribed time, yet accommodations are made in extenuating circumstances as follow:

1. **Medical Reasons.** If the students fail to submit course-work on time due to medical conditions verified by a doctor's certificate, the work is treated same as referred in terms of revised deadlines, grading restrictions and referred fees. It is important that students seeking exemption for medical reasons advise Student Services before the deadline expires.
2. **The death of an immediate family in the household.** Evidence must be provided of the relationship and death.
3. **Jury Duty.** Evidence must be provided of the request, and also the service started or completed.

RESIT PRIVILEGE

1. For students to qualify for Re-sit they MUST ATTEMPT ALL assessments in the unit and earn at least a Referred Grade.
2. A student who has taken ill during an assessment or assignment submission dateline may also qualify for Re-sit after proper written evidence is collected and assessed by the Faculty and submitted to the Head of Faculty for approval.
3. Re-sit fees apply in all circumstances under which new assessments are approved or extensions granted beyond the late deadlines.

RE-SIT APPROVAL AND FEE

All evidences must be collected by the Faculty and produced to Student Services no later than 5 days after the examination/deadline expires. The outcome is communicated directly to the student by email. If approved, the Re-sit Fee of \$25.00 (per assignment eg. LO 1; LO 2 etc) is paid by the student and receipt emailed to Student Services. The supplementary dateline will be communicated to the student by email.

REFERRED / RESIT GRADE

Students earn a Referred Grade if the submitted assignment fail to achieve the criteria for PASS.

FAILING THE COURSE

1. Students who did not sit an examination and did not withdraw formally will receive a Failing grade.
2. Students who differed for financial reasons or illness will earn an IC – Incomplete Grade. Incomplete Grades then are changed to Fail Grades at end of the semester.
3. Students who fail the discussion forum but pass the term-paper or vice versa. You must earn a Referred OR Pass Grade on both the Forum and Term-Paper to avoid retaking the course unit.
4. If you fail the course you must retake the class when it is offered next. The cost per course unit is listed on the Tuition Page of the website.

THESE COMMON CIRCUMSTANCES DO NOT QUALIFY AS EXTENUATING CIRCUMSTANCES

LOSS OF DATA

Please back-up your work consistently on independent media. Computer malfunctioning or errors are common but not acceptable reasons for special considerations. Special considerations are granted only for extenuating circumstances discussed above and no other factor.

JOB RESPONSIBILITIES

Working Students are advised to take 2-3 courses per semester. Four courses as recommended to complete the program on the published deadline. However, if taking full-time coursework will hinder you from meeting your required course-work deadlines or meeting quality standards, it is best that you take three courses and extend your tenure by one semester.

Job responsibilities are not acceptable reasons for special considerations because we have only one standard for everyone in the institution. Special considerations are granted only for extenuating circumstances discussed above and no other factor.

STUDENT SATISFACTION SURVEY

To develop and maintain a collegiate environment to sustain Higher Education, students are encouraged to participate at end of each semester in the Online Satisfaction Survey. Your input will help us to improve our programs and personnel. A degree today is like citizenship and good College education is a platform for you to: develop the required competencies for a degree, social skills, but also to enjoy learning. So, tell us what you want to do to make your college experience better. Be respectful, and be honest. The Form is accessible here:

<http://www.studyaimusa.org/student-feedback-form.html>