

# **DISCUSSION FORUM ASSIGNMENT**

**Unit 17:** Understanding and Leading Change

**Unit code:** A/508/0529

**QCF level:** 5

**Credit value:** 15

## **INTRODUCTION**

The aim of this unit 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.

On successful completion of this unit students will have developed sufficient knowledge and understanding of leadership in the context of organisational change to make an effective and immediate contribution to the way in which an organisation determines and responds to change drivers. Students will also be in a strong position to contribute to change initiatives as well as to consider the strategies required to change resisters.

## **LEARNING OUTCOMES**

*On successful completion of this unit a learner will be able to:*

1. Compare ways in which change impacts on an organisation's strategy and operations.
2. Evaluate the influences that drivers of change have on organisational behaviour.
3. **Determine how barriers to change influence leadership decision-making.**
4. Apply a range of leadership approaches to a change initiative.

# ASSIGNMENT THREE

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## **LO 3: Determine how barriers to change influence leadership decision-making.**

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### **LO 3. Course Content**

#### **Initiated or imposed change:**

- Deciding to be pre-emptive and proactive or responsive and reactive will be based on the situation and the nature/scope of the change.
- Adaptive and constructive change.

#### **Barriers and resistance to change:**

- Using a force field analysis to understand likely opposition and support for change in a contemporary context.
- Schein's organisational culture model, self-efficacy perceptions and situational resistance when determining barriers.

#### **Leadership and decision-making:**

- Doing the right thing is important when dealing with change as change mostly affects people.

### **CASE STUDY, TASKS AND INSTRUCTIONS FOR LO3:**

In Teams of 6 carry out the following activities. Please refer to the course outline and resources provided. Include at least six (4) references in each of the questions to support all ideas and theses proposing. Use Harvard Referencing Style through-out the work.

- **P4** Explain different barriers for change and determine how they influence leadership decision-making in a given organisational context.
- **M3** Use force field analysis to analyse the driving and resisting forces and show how they influence decision-making.

#### **LO 3 & 4**

- **D2** Critically evaluate the use of force field analysis in the context of meeting organisational objectives.

# **GROUP DISCUSSION FORUM AND TERM PAPER REQUIREMENTS**

CARRY OUT THE FOLLOWING TASKS TO MEET THE REQUIREMENTS FOR THE DISCUSSION FORUM AND TERM PAPER SIMULTANEOUSLY.

**CONDUCT THE NECESSARY RESEARCH TO SUPPORT THE CASE STUDY. YOU WILL FIND THE LINK TO THE CMI ARTICLE FOR THE CASE IN THE RESOURCES SECTION.**

## **TASK ONE: GROUP ASSIGNMENTS (1600 WORDS)**

**P4** Explain different barriers for change and determine how they influence leadership decision-making in a given organisational context.

- 1) There were a number of barriers to change within HMP & YOI Doncaster. These included low staff morale, a high turnover of front line managers, and a limited budget to support the process of change.
  - i) Explain in each of the cases what might be the root cause of the barriers identified.
  - ii) Explain what are the implications of each of these three barriers on the organisation's mission, goals, and performance. Give specific examples.
  - iii) Explain what are the implications of the barriers on the organisational culture. Use Schein's organisational culture model, self-efficacy perceptions and situational resistance when determining barriers.
  
- 2) CMI training helped the managers at the centre to overcome these barriers. CMI qualifications encouraged managers to put their ideas into practice to make a positive difference to the centre's performance. **Identify and explain five (5) specific decisions and actions the leaders might have taken to improve the situation given these three barriers for change identified in the system.**

## **TASK TWO: INDIVIDUAL ASSIGNMENT (400 Words)**

**M3** Use force field analysis to analyse the driving and resisting forces and show how they influence decision-making.

Regardless of how well companies manage a change, there is always going to be resistance. As a member of the leadership team of HMP & YOI Doncaster, carry out a Force Field Analysis using Lewin's Force Field Model. *(Use the force field analysis diagram to identify the drivers and constraints of change by plugging your answers directly into it. Further, show how these factors influenced the decisions and actions taken by the leaders in P4, #2).*

## **TASK THREE: INDIVIDUAL ASSIGNMENT (350 Words)**

**D2** Critically evaluate the use of force field analysis in the context of meeting organisational objectives.

How did the use of the Force Field Analysis positively helped you to achieve success in the case of HMP & YOI Doncaster, and what were the limitations to its use?

## **TEAM MEMBER PARTICIPATION AND REQUIREMENTS**

This assignment is part of the FINAL term paper for LO3. ALL members of the Discussion Forum Group **MUST** attend and participate in ALL four required group meetings, in identifying the resources to support the answers, organizing and submitting the drafts of the assignment, and compiling, editing and submitting one 2,500 words report.

**REGULAR DEADLINE TO SUBMIT LO3 ASSIGNMENTS: July 28**

## **RESOURCES**

The following Reading Assignments are for lead discussion at the group meetings and to assist with carrying out the assignments:

- ❖ **Developing the skills for managing change: A Chartered Management Institute case study**  
LINKS: <http://businesscasestudies.co.uk/cmi/developing-the-skills-for-managing-change/introduction.html>
  
- ❖ **Overcoming Employee Resistance to Change in the Workplace**  
LINK: <https://www.paycor.com/resource-center/change-management-in-the-workplace-why-do-employees-resist-it>
  
- ❖ **Edgar Schein Model of Organization Culture**  
LINK: <http://www.managementstudyguide.com/edgar-schein-model.htm>
  
- ❖ **Force Field Analysis: Analyzing the Pressures For and Against Change**  
LINK: [https://www.mindtools.com/pages/article/newTED\\_06.htm](https://www.mindtools.com/pages/article/newTED_06.htm)

# **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.

## **RESTRICTIONS ON SUBMITTING WORK**

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.

# **CORRECTION OF GROUP WORK WITH REFERRED GRADE**

## **TERM PAPER**

Group work that is returned to the student with Referred Grade must be resubmitted as individual work ONLY.

## **GROUP DISCUSSION FORUM**

For group forum work that is returned to the student with Referred Grade, the student will take the Replacement Paper / Re-sit Exam which is a supervised open book written exam. Alternate paper might be an oral exam. Either way, both are individual assessments.

## **FEE FOR RESIT OF ASSIGNMENTS WITH REFERRED GRADE**

See the term-paper instruction pages.

## **TIMELINE TO SUBMIT THE CORRECTIONS ON REFERRED GRADES**

At the end of the full duration of the program, students have a grace period of four months (One Semester) to make all corrections. Students only pay for the referred units submitting to be corrected. Continuing fee is not charged to the students during the four months grace period.

## **MARKERS' RETAINER FEE**

Once the four months grace period expires and students remain with outstanding work to be assessed, the continuing fee of \$360 (Markers' Retainer Fees) is charged to the student for the school year. Students also pay for the referred units submitting to be corrected.

## **TENURE EXPIRATION**

Students must complete and pass all units on the program within 36 Months of the college start date and receive the Diploma from Pearson. After this 36 Months period has expired, the student must retake all classes and courses in the program.

## **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 PRIVILIGE**

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

## **RESIT 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 Resit Fee of \$45.00 (per assignment) 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 fails to achieve the criteria for PASS.

- ❖ Hospitality Students must earn a PASS GRADE on all Assessment Criteria (AC) on the term-paper to pass the course.
- ❖ Business and Aviation Students must earn a PASS Grade on all Assessment Criteria with P e.g. P1, P2 etc. to pass the course.

## **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 we can do to make your college experience better. Be respectful, yet be honest. The Form is accessible here:

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