

Candidate Support Pack

Diploma in Management



Management: Strategic Change (DV7W 36)



Sample Activities

Management: Strategic Change



INTRODUCTION

It is also important for you to complete the activities that are provided throughout the workbook. These activities are designed to help you start to apply your learning and prepare you for your final Unit assessment.

This section is designed to help you access the activities included within the workbook. It looks at each of the activities and aims to help you generate your answers by suggesting ways to complete the different activities. The information provided for each activity aims to help you create your answer by recommending a structure and possible approach, linked to the content of the learning programme.

It is recommended that you consider the information provided in this document before undertaking the activities themselves. Discussions with your tutor regarding the activities are also recommended before you initiate the work.

SECTION 1

ACTIVITY — ORGANISATIONAL STRATEGY

<p>Activity</p>	<p>Review a named case study or an organisation you are familiar with and identify examples of corporate, SBU and operational strategy. Your report should also explain the relationships between the strategies.</p>
<p>Suggested approach</p>	<p>This activity has been developed to increase your understanding of the three types of strategy and the relationships between them. Your report should include the following:</p> <ul style="list-style-type: none"> • a brief description of the structure of the organisation and how the different parts of the organisation relates to each other • examples of corporate, SBU and operational strategy as identified within your review • an account of the relationships between the strategies, focusing on their interdependences

ACTIVITY — STRATEGIES AND OPERATIONS

<p>Activity</p>	<p>Using an organisation you are familiar with, identify aspects of management that are strategic and aspects which are operational. Explain each of your classifications.</p>
<p>Suggested approach</p>	<p>This activity has been designed to encourage you to reflect upon strategies and operations within an organisation and to distinguish between the two types of strategy. Your report should include the following:</p> <ul style="list-style-type: none"> • a brief account of the organisation, the department or group your examples are based upon, and management structure within the organisation • a description of strategic management decisions as you see them and your reasons for classifying them as such • a description of operational management decisions as you see them and your reasons for classifying them as such

ACTIVITY — TYPES OF CHANGE

<p>Activity</p>	<p>It is important for you to be able to explain the different types of change. Review an organisation you are familiar with and explain the types of change that apply or have applied to it. You should illustrate your answers with supporting evidence.</p>
<p>Suggested approach</p>	<p>This activity should help you develop your understanding of the types of change by identifying change within an organisation you are familiar with. Your report should include the following:</p> <ul style="list-style-type: none"> • a description of the organisation and the challenges it faces • a description of the context for change (within what environment and why it was needed) • how you identified the type of change with a description of the supporting evidence

ACTIVITY — ANALYSING STRATEGY

<p>Activity</p>	<p>Now you are familiar with the three strategic lenses, consider how each lens can be applied to an organisation you are familiar with. Which of the three do you think offers the best explanation of what has happened and is happening? Write a report to explain your choice.</p>
<p>Suggested approach</p>	<p>This activity should help you apply what you have learnt about strategic lenses to an organisation. Your report should include:</p> <ul style="list-style-type: none"> • a description of the organisation in relation to its internal and external environment • a description of the change processes • a description of how each lens can be applied to your organisation • a reasoned account explaining your particular lens application

SECTION 2

ACTIVITY — ORGANISATIONAL CAPABILITY

<p>Activity</p>	<p>Examine an organisation you are familiar with and identify its capability for change in terms of its critical success factors, threshold and unique resources, threshold, core and redundant competences, knowledge management and benchmarking.</p>
<p>Suggested approach</p>	<p>This activity is designed to apply your knowledge of critical success factors to an organisation you are familiar with and then identify its capability for change. Your report should cover the following points:</p> <ul style="list-style-type: none"> • an account of the organisation, placing it within the context of its environment • a description of the organisation in terms of its threshold and unique resources • a description of the organisation in terms of its threshold, core and redundant competences • a description of the organisation in terms of its knowledge management and benchmarking <p>From your research on the above points you should then draw conclusions, together with supporting evidence, on the organisation's capability for change</p>

ACTIVITY— FORCE FIELD ANALYSIS

Activity	Revisit the Unit Management: Plan, Lead and Implement Change and review force field analysis. Once you are familiar with the model complete a force field analysis for a business or organisation you are familiar with.
Suggested approach	This activity will give you an opportunity to complete a force field analysis on an organisation you are familiar with. You should follow the steps outlined in the above Unit, identifying the driving forces for change and the restraining forces for change.

ACTIVITY — INTERNAL RESOURCES AND CHANGE

<p>Activity</p>	<p>Take some time to analyse a change process that has been implemented in an organisation you are familiar with. Write a report summarising how the resource requirements were identified and then monitored and controlled throughout the change process. Identify the impact that resource availability had at all stages of the process.</p>
<p>Suggested approach</p>	<p>This activity is designed to allow you to gain a greater understanding of how the change process works in the real world. Your report should cover the following points:</p> <ul style="list-style-type: none"> • the nature of the organisation and the environment it operates in • the reason for the implementation of the change process • the information collected prior to developing a strategic plan • how the resource requirements needed for the plan were identified • how the resource requirements needed for the plan were monitored throughout the process <p>From this information it should be possible to identify the impact of resource availability at each stage of the project</p>

ACTIVITY — ORGANISATIONAL COMPETENCE AND CHANGE

<p>Activity</p>	<p>Take some time to analyse a change process that has been implemented in an organisation you are familiar with, with specific reference to the organisational competences. Write a report which introduces the change process and identifies how the organisational competences have influenced the outcomes.</p>
<p>Suggested approach</p>	<p>This activity is designed to allow you to gain a greater understanding of how organisational competence can impact on the change process. Your report should cover the following points:</p> <ul style="list-style-type: none"> • the reasons for the implementation of the change process • the nature of the organisation and its competences • the role of the organisational competence on the change process <p>From this information it should be possible to identify the impact of organisational competence on the outcome at each stage of the project</p>

ACTIVITY — ORGANISATIONAL CULTURE

<p>Activity</p>	<p>Examine an organisation you are familiar with and complete the following.</p> <ol style="list-style-type: none"> 1. Use the cultural web to draw the overall culture of your organisation. 2. Based on your own experience, use the change quadrant to identify how previous changes have generally been perceived. 3. Finally describe any sub-cultures where different strategies or tactics need to be applied or that require different forms of negotiation and communication.
<p>Suggested approach</p>	<p>This activity is designed to allow you to gain a greater understanding of how organisational culture can impact on the change process.</p> <p>Use the questions listed above to provide structure to your report.</p>

SECTION 3

ACTIVITY — STRATEGIC DIRECTION

Activity	Examine a named case study or an organisation you are familiar with and identify and explain the direction of strategic change in terms of the models introduced to you in this section.
Suggested approach	<p>This activity is designed to allow you to gain a greater understanding of how strategic direction can be applied to the change process. Your report should cover the following points:</p> <ul style="list-style-type: none"> • a description of the organisation and the challenges it faces • a description of the change being implemented • an explanation of the direction of change linked to the different models, with supporting evidence

ACTIVITY — STRATEGIC DEVELOPMENT

<p>Activity</p>	<p>Examine a named case study or an organisation you are familiar and describe the methods used to implement a change process. Reference should be made to the lens that best applies to the approach taken by the organisation.</p>
<p>Suggested approach</p>	<p>This activity is designed to allow you to gain a greater understanding of the methods used to support the change process. Your description should cover the following points:</p> <ul style="list-style-type: none"> • the organisation and the challenges it faces • the change being implemented • the methods selected • an explanation linking the selected methods to the various lenses: <ul style="list-style-type: none"> ○ strategy as design — fit ○ strategy as experience — stretch ○ strategy as ideas — emergent/chaos

ACTIVITY — STRATEGIC REVIEW

<p>Activity</p>	<p>Examine a named case study or an organisation you are familiar with. Identify and explain its strategy (or strategies) for change and determine the degree of success achieved. Describe what influenced the selection of the strategic option(s) and recommend alternative strategic options that could have been used.</p>
<p>Suggested approach</p>	<p>This activity is designed to allow you to gain a greater understanding of how organisations are able to measure the success of change processes. Your description should cover the following points:</p> <ul style="list-style-type: none"> • the organisation and the challenges it faces • the strategy/strategies for change being implemented • the influences that helped the selection of strategy options • the methods used to determine success levels • the alternative strategic options you would recommend