Module guide:

3.1 Strategy and Change

Programme: BA (Hons) Professional Management

Module details

Module title: Strategy and Change
Module code: 3.1
Module level: 6
Credit value: 20
Assessment: Assignment, reflective review, portfolio evidence
Learning duration: 7 weeks

Introduction

Welcome to this module on Strategy and Change. This is your reference guide to the content and assessment of this module.
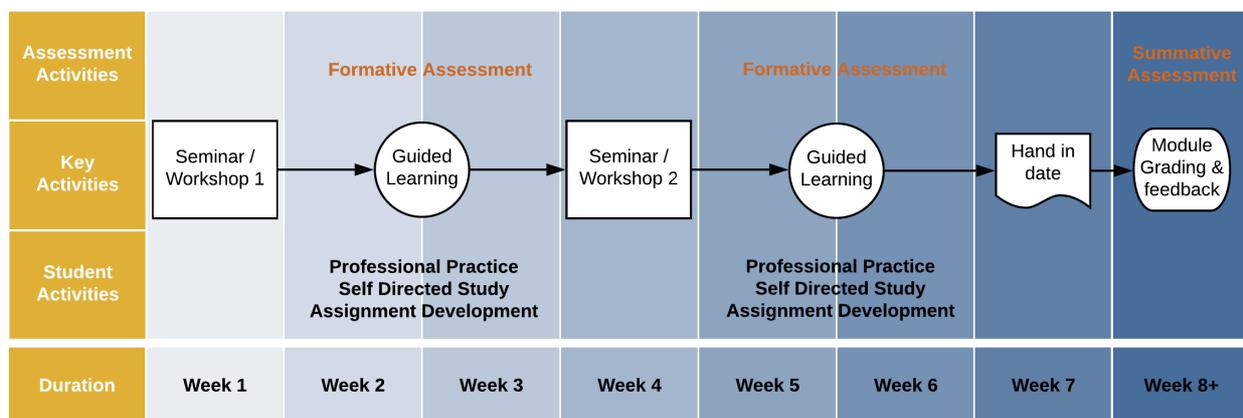
By successfully completing this module, you will be able to:

3.1 (1) Evaluate models and theories of strategy formation, change and risk management used by organisations
3.1 (2) Assess key principles of sustainability, workforce development and supply chain management within your own organisation
3.1 (3) Assess quality assurance within your own organisation using theoretical models and industry standards
3.1 (4) Demonstrate effective development, delivery and monitoring of an operational plan, delivering successful outcomes

In order to achieve these learning outcomes, you will need to demonstrate you can evaluate models and theories of strategy and change and deliver an operational plan successfully. Your tutor is there to guide and support you throughout this module, offering advice and guidance where applicable.

Learning strategy

The learning outcomes will be achieved through a combination of seminars, workshops, tutorials, self-directed study, professional practice and reflective review. The learning journey for this module is illustrated below:

Module guidance

In order to complete this module, you will be required to provide the following:

1. A written assignment of no more than 2000 words.
2. A reflective account of your delivery of an operational plan.
3. Two pieces of portfolio evidence consisting of:
    o Knowledge questions
    o Work Product Evidence

Assessment guidance

This module will be assessed through an assignment demonstrating your understanding of strategy and change. You will produce a formal academic report reviewing the different models and theories of strategy and change and some of the key principles of sustainability. You will produce a reflective account on your ability to design, deliver and monitor an operational plan. Finally, you will gather portfolio evidence in the form of workplace evidence demonstrating how you have assessed quality assurance within your organisation and answer knowledge questions linked to theories and models.

The table below provides an overview of the assessments and how they will be used towards your overall module grade.

Components	Assessment method	Learning outcome	Overview of activity	Marking scheme
Assessment 1	1. Assignment (report)	3.1 (1) 3.1 (2)	Complete a report demonstrating your understanding of models and theories of strategies and change and key principles of sustainability	Marked and graded (40% pass mark)
Assessment 2	1. Reflective review with supporting evidence	3.3 (4)	Reflection activity on how you have demonstrated your ability to deliver, monitor and interpret an operational plan.	Threshold (A pass must be achieved)
Assessment 3	Portfolio evidence: 1. Workplace evidence 2. Knowledge questions	3.3 (3)	Gather evidence for your portfolio in order to show that you are able to assess quality assurance within your own organisation and apply this to relevant theoretical models and industry standards.	Threshold (A pass must be achieved).

You will be required to complete all three components and achieve a pass for each in order to successfully complete the module.

Before you start....

What is expected of you:

- Read through and make sure you understand the requirements of the module. Please feel free to ask your tutor any questions if you are not sure or require further clarification. This can be done in person, by email or telephone.

- Ensure that you are aware of hand in dates for your work. If you feel you will not be able to meet these deadlines, please discuss with your tutor who may be able to arrange for an extension. It is essential that you allow time for this and not leave it until the last moment unless of extenuating circumstances.

- Always keep a soft or hard copy of your work.

- Ensure you have completed your individual self-reflections.

- Ensure you have completed all tasks within the allocated timescale. It is highly recommended that you attend the tutorial sessions and keep in touch with your tutor who will support you through your module. If we are not aware of problems you may be having, we will not be able to help you.

Assessment 1

Assessment type: Assignment (report)
Learning outcome: 3.1 (1) Evaluate models and theories of strategy formulation, change and risk management used by organisations
3.1 (2) Assess key principles of sustainability, workforce development and supply chain management within your own organisation
Overview: Complete a written report demonstrating your understanding of models and theories of strategy formulation, change and risk management.
Marking scheme: Marked and graded

Task:

You are required to complete an academic report of no more than 2000 words based on your knowledge of strategy and change. This should be presented electronically in Microsoft Word format, and include:

- Referencing in the Harvard style
- A full reference list
- A bibliography of reading and research you have carried out

The report should provide a response to the following instructions:

1. Introduce the organisation and an outline of its current strategy
2. Explain how your own organisation's strategy is formulated.
3. Critically assess the way that strategy is formulated in the chosen organisation

4. Evaluate at least two different models/theories of:
    i. Strategy formulation
    ii. Change management
    iii. Risk management
used by organisations and linked to independent research

5. Assess the key principles of all three of the following topics:
    i. Sustainability
    ii. Workforce development
    iii. Supply chain management
within your own organisation linked to academic theories and concepts

6. Conclude the report with recommended improvements clearly linked to the analysis, assessment and evaluation.

Marking and grading

Your assignment will be marked and graded in line with UCQ's marking and grading guidelines which are in your student handbook. Specific to this task, you will be scored on the task elements detailed above, and summarised as follows:

1. Report structure and inclusion of the specified elements (word count, referencing, bibliography)
2. Evaluation of models and theories of strategy, change and risk management used by organisations
3. Assessment as to the key principles of sustainability, workforce development and supply chain management used within your own organisation.
4. Use of and appropriate referencing of research sources

You will need to achieve a minimum pass of 40% in this assessment. A summary of the specific criteria that will be used to grade your work is shown in the table below.

Grade type	Grade criteria	% band
Excellent pass	- Professionally produced academic report demonstrating accurate formatting including all required elements to a high standard with few errors - Comprehensive introduction to the organisation's strategy and extensive research showing how this is formulated - Critical assessment as to how strategy is formulated including most of the key factors for consideration - Thorough critical evaluation leading to reasoned judgements of two different models/theories of strategy/change and risk management used by organisations based on extensive research - Comprehensive discussion and assessment of the key principles of sustainability, workforce development and supply chain management linked to academic theories and concepts - A well-formulated conclusion demonstrating evidence of critical and independent thought including some accurate and appropriate recommendations linked to analysis, assessment and evaluation. - Accurate referencing using the correct Harvard referencing as in-text references, bibliography and references list.	70%+
Very good pass	- Professionally produced academic report demonstrating mainly accurate formatting including most of the required elements to a high standard with few errors - Detailed introduction to the organisation's strategy and substantial research showing how this is formulated - Some critical assessment as to how strategy is formulated including some of the key factors for consideration - Critical evaluation leading to reasoned judgements of two models/theories of strategy/change and risk management used by organisations based on some research - Detailed discussion and assessment of the key principles of sustainability, workforce development and supply chain management linked to some academic theories and concepts - Conclusions are drawn demonstrating evidence of some critical and independent thought including some recommendations linked to analysis, assessment and evaluation. - Mainly accurate referencing using the correct Harvard referencing as in-text references, bibliography and references list.	60%-69%

Good pass	• An adequately produced academic report demonstrating mainly accurate formatting including some of the required elements to a good standard with few errors • Adequate introduction to the organisation's strategy and research showing how this is formulated • Adequate critical assessment as to how strategy is formulated including some of the key factors for consideration • Some evaluation leading to some judgements of two models/theories of strategy/change and risk management used by organisations based on some research • Some discussion and assessment of the key principles of sustainability, workforce development and supply chain management linked to some academic theories and concepts • Conclusions are drawn demonstrating evidence of some independent thought including few recommendations with limited links to analysis, assessment and evaluation. • Some accurate referencing using the correct Harvard referencing as in-text references, bibliography and references list.	50%-59%
Pass	• A satisfactory academic report demonstrating some accurate formatting including few of the required elements with some errors • Basic introduction to the organisation's strategy and research showing how this is formulated • Basic assessment as to how strategy is formulated including few of the key factors for consideration • Basic evaluation leading to few judgements of less than two models/theories of strategy/change or risk management used by organisations based on limited research • Limited discussion and assessment of the key principles of sustainability, workforce development and supply chain management linked to some academic theories and concepts • Few conclusions are drawn demonstrating limited evidence of critical and independent thought including few recommendations linked to analysis, assessment and evaluation. • Limited accurate referencing using the correct Harvard referencing as in-text references, bibliography and references list.	40%-49%
Fail	• A poor academic report demonstrating few accurate formatting including few of the required elements with many errors • Little evidence of an introduction to the organisation's strategy and research showing how this is formulated • Limited assessment as to how strategy is formulated including few of the key factors for consideration • Basic description leading to few judgements of one models/theories of strategy/change or risk management used by organisations based on limited research • Poor discussion and assessment of the key principles of sustainability, workforce development and supply chain management with no links to academic theories and concepts • At least one conclusion is drawn demonstrating limited evidence of independent thought including at least one recommendation with no links to analysis, assessment and evaluation. • Little or no evidence of accurate referencing using the correct Harvard referencing as in-text references, bibliography and references list.	0%-39%

Assessment 2

Assessment type: Reflective review
Learning outcome: 3.1 (4) Demonstrate effective development, delivery and monitoring of operational plan delivering successful outcomes.
Overview: Reflective review exercise on implementation of an operational plan.
Marking scheme: Threshold (A pass must be achieved)

Task

You are required to complete a reflective review for this module that demonstrates your practice as a manager, reflecting on how well you have developed, delivered and monitored an operational plan. You will need to base your review on an activity where you have developed, delivered and monitored the successful implementation of an operational plan for an area of the organisation you are familiar with, You should keep evidence to support this activity to attach to the review.

A template will be provided for this asking you to discuss an experience, reflect on this experience, learn from the experience and then plan and try out what you have learned. There is no formal word count for this task, but as a guide, 750 words in total would be appropriate.

1. Reflect on your practice as a manager or leader in relation to developing, delivering and monitoring an operational plan which you have successfully implemented. You may wish to consider how this fits in with the strategic direction of the organisation, any targets and budgets and individual responsibilities.

Marking and grading

Your reflective review is required to be passed. All of the criteria stated in the table below must be met in order to achieve a pass.

Component	Criteria
Presentation of your reflective review	- Use of a clear structure - Accurate spelling and grammar - Visually appealing presentation
Summary of new learning	- Critical reflection that is informed from reading/theory relating to best practice and latest research - Evidence of supporting evidence to show the development, delivery and monitoring of an operational plan. This evidence needs to be justified as to its relevance - Accurately referenced
Reflective review content	- Appropriate to module - Your own personal experience - Critical reflection on a situation and the perceived value of the operational plan
Personal action plan	- Clear structure - Accurate spelling and grammar - SMART objectives for personal action plan - Review period for action plan - Linked to ongoing personal development

Assessment 3

Assessment type: Portfolio evidence
Learning outcome: 3.1 (3) Assess quality assurance within own organisation using theoretical models and industry standards.
Overview: Gather evidence for your portfolio in order to show that you are able to understand different quality assurance models within organisations.
Marking scheme: Threshold (A pass must be achieved)

Task

You are required to complete portfolio tasks and collect evidence to demonstrate your knowledge and understanding of the subject area. Each of the two individual tasks are detailed below.

1. Work product evidence

You will be asked to gather a range of evidence that has naturally occurred in the workplace as a result of day to day activities taking place relating to assessing quality assurance in the workplace, based on academic research.

Before you start you should:
- carry out research into management literature and theory relating to different quality assurance systems/theories that could be used by an organisation
- find out which model your organisation uses
- compare and contrast this with the current model and one other
- reflect on your findings

The purpose of gathering this evidence is so that you can demonstrate how you have assessed quality assurance within your own organisation.

The evidence you choose to gather is at your discretion, but typically evidence may include:

- Evidence of your research into theoretical models
- Analysis of theoretical models/theories of quality assurance
- Evidence of carrying out quality assurance
- Minutes of meetings
- Reports completed during the quality assurance process
- Monitoring reports

Marking and grading

This element is required to be passed. All of the criteria stated in the table below must be met in order to achieve a pass.

Component	Criteria
Gathering of evidence	At least three separate pieces of evidence have been gathered and described.
Justification	Each piece of evidence has had its inclusion justified in terms of how it demonstrates your understanding of quality assurance within your own organisation.

2. Knowledge questions

Complete the knowledge questions demonstrating your understanding of the subject area. There is no formal word count for these questions, however your answer's need to demonstrate a high level of knowledge and understanding of the subject areas.

1. Explain how the quality assurance system within your own organisation links to at least one relevant theoretical model.

2. Explain how the quality assurance system within your own organisation links to industry standards.

3. Evaluate the effectiveness of your organisation's quality assurance system and identify any areas for improvement.

Marking and grading

This element is required to be passed. You must provide answers to all of the 3 questions, and each answer must meet the criteria stated below to achieve a pass.

Component	Criteria
Presentation	• Use of clear structure, layout and presentation • Accurate spelling and grammar
Content	• Answered accurately and well explained
Research	• Clear evidence of research • Each question must contain at least **one** reference (and be written in the Harvard style)

Module reading list

Balogun J and Hailey V. H. (2008). '*Exploring Strategic Change*', 3rd ed, Essex: Pearson Education Ltd

Burnes, B. (2009) *Managing Change*, 5th ed, Essex: Pearson Education Ltd

Carnall, C. (2007) *Managing Change in Organizations*, 5th ed., Essex: Pearson Education Ltd

De Wit, B & Meyer, R, (2010) *Strategy: Process, Content, Context*, 4th ed., London: South- Western

Johnson, G., Whittington, R., and Scholes, K., (2011) *Exploring Corporate Strategy Text & Cases* 9th ed Essex: Pearson Education Ltd

Patton R.A. and McCalman J., (2015) *Change Management A guide to effective implementation* 4th ed London: Sage Publications Ltd.

Kotter, J P. (1996). '*Leading Change*', Boston, Massachusetts: Harvard Business School Press

E-Reading Resources

https://www.cipd.co.uk/knowledge/strategy/change/management-factsheet

http://managementhelp.org/strategicplanning/models.htm

https://www.cipd.co.uk/knowledge/strategy

http://www.cimaglobal.com/Documents/ImportedDocuments/cid_tg_strategic_analysis_tools_nov07.pdf.pdf