

Unit 14 Managing Continuous Organisational Improvement			
Unit aims	To enable learners to develop the knowledge, understanding and skills required to create a culture of continuous improvement in an organisation. The learners will have the opportunity to develop the skills required to plan organisational change.		
Unit level	7		
Unit code	F/650/5373		
GLH	60		
Credit value	15		
Unit grading structure	Pass-Merit-Distinction		
Assessment guidance	<p>To achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria.</p> <p>Learners must relate their work to the ATHE assignment scenario and use real life examples to illustrate their points. In this unit, learners can approach Learning Outcome 1 from a theoretical perspective, using examples to illustrate their work. For the remainder of the unit there is a requirement to use information from specific organisations to meet some of the stated standards. Learners will need to agree with tutors an appropriate organisation on which to base their study. Tutors need to ensure that the organisation chosen is suitable. Additional assessment guidance is provided in the ATHE assignment.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
Learning outcomes The learner will demonstrate that they:	Assessment criteria The learner can:		
	Pass	Merit	Distinction
1. Understand how organisations create a culture of continuous improvement and acceptance of change	1.1 Analyse the features of organisational culture that encourage and allow for continuous improvement 1.2 Assess approaches and methods that facilitate the introduction and acceptance of organisational change	1M1 Evaluate how leadership and management styles facilitate continuous improvement in organisations and the embedding of change	1D1 Assess the importance of continuous improvement in supporting organisational success
2. Understand opportunities for	2.1 Analyse sources of information used by	2M1 Analyse information to identify areas for	2D1 Evaluate the potential benefits of the proposed

improvement to organisational activities	organisations which help to identify the improvements needed 2.2 Evaluate Big Data's contribution to organisational improvement strategies	improvement in a named organisation	changes to organisation activities in a named organisation
3. Can plan change for organisational improvement	3.1 Evaluate the factors that create the need for change in a named organisation 3.2 Analyse the changes required by a named organisation to achieve improvements 3.3 Prepare a plan to implement the proposed improvements for a named organisation	3M1 Analyse the monitoring processes which need to be in place to ensure changes lead to planned improvements	

Indicative Content

LO1 Understand how organisations create a culture of continuous improvement and acceptance of change

- Organisational features: business culture, business structure, input from employees, communication structures (one and two-way communication), communication with stakeholders, role of governance, legal requirements, research and development
- Leadership and management styles: consultative, democratic, autocratic, laissez faire, pioneer, driver, integrator, management styles, transactional, transformational, supporting communication – team meetings, discussion groups, receiving suggestions etc., acceptance of risk, cross-organisational and collaborative working, team working and learning, seeking feedback, coaching and mentoring, shared values, goals, beliefs, strategy, learning incorporated into practice, encouragement of new ideas, information systems to support learning and knowledge management, investment in staff development
- Continuous Quality Improvement: top down/bottom up, Kotter and Schlesinger – education and communication, participation and involvement, facilitation and support, negotiation and agreement, manipulation and co-option, implicit and explicit coercion, incremental and transformational change, use of external standards e.g., ISO14000 and ISO9001

- Quality: Total Quality Management, Kaizen, PDCA, Continuous Quality Improvement, including six Sigma, Benchmarking, Quality Circles, 5Ss, SPC

LO2 Understand opportunities for improvement to organisational activities

- Sources of Information: environmental audits – political, legal, economic, social, technological, environmental (pestle analysis), organisational analysis – strengths and weaknesses in organisation, internal management accounts/standard costing, monitoring of organisational activities and suggestion schemes, benchmarking, external audits, feedback from stakeholders including appraisals/pdr, complaints
- Analysing Information: reliability of the source of information, how widespread is a specific problem, systemic errors versus one-off errors, use of external consultants, criteria to select areas for improvement
- Impact: strategic fit, what will need to change within the organisation, for example, systems, people, procedures, resources etc., timescales of change, resources required implementing change and investment analysis
- Big data: four dimensions – volume, variety, velocity and veracity, different types of data – text, machine generated, audio, twitter, video, internet, open source, sensory techniques, stages of analysis – checking, cleaning, sorting, modelling, mining, characteristics, analytics, technological challenges, for example memory storage space, physical location, scope of data
- Evaluation: stakeholders - who will the improvement/change affect? Achievement of business objectives, how will it affect stakeholders? Cost benefit analysis

LO3 Plan change for organisational improvement

- Organisational changes required: resources, leadership and management abilities, job roles and responsibilities, equipment, procedures, activities, culture
- Agree changes: identifying stakeholders – those involved in change and those affected by change, communication with stakeholders – appropriate format, feedback processes, negotiation, pr, gaining agreement – negotiation skills, formal agreement requirements
- Plan: project planning, project management techniques, project management models, e.g., Prince2, PMP, Agile, documentation, communication, setting criteria to monitor and measure improvement, timescales
- Systems design management: resources, documentation, communication, policies and procedures
- Process review: importance of monitoring, using feedback, performance measurement

Suggested Resources

Carnerud, D., Jaca, C. and Bäckström, I., 2018, Kaizen and Continuous Improvement—trends and Patterns Over 30 Years, *The TQM Journal*, 30(4), pp.371-390

Hines, P. and Butterworth, C., 2019, *The Essence of Excellence: Creating a Culture of Continuous Improvement*, SA Partners

Jurburg, D., Viles, E., Tanco, M. and Mateo, R., 2017, What Motivates Employees to Participate in Continuous Improvement Activities, *Total Quality Management & Business Excellence*, 28(13-14), pp.1469-1488

Rizzardo, D., 2020, *Lean—Let's Get It Right!: How to Build a Culture of Continuous Improvement*, CRC Press

Sarkar, D., 2021, *Little BIG Things in Operational Excellence*, SAGE Publishing

Sarkar, D., 2022. *Behavioural Science for Quality and Continuous Improvement: 25 Lessons from Psychology and Behavioural Economics*, Routledge

Websites

<https://hbr.org/2019/05/creating-a-culture-of-continuous-improvement> - Harvard Business Review

<https://scienceforwork.com/> - Science for Work

<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-organization-blog/how-continuous-improvement-can-build-a-competitive-edge> - McKinsey and Company – People and Organisational Performance

<https://www.projectmanager.com/blog/continuous-improvement-business-strategy-quick-guide> - Project Manager

<https://www.tomorrowcompany.com/> - Tomorrow's Company

Unit 14 Managing Continuous Organisational Improvement - Supporting information	
Opportunities for Synoptic Teaching and Learning	
Learners and tutors will have the opportunity to link the learning from this unit with the content of other units.	
Learning Outcome	Teaching and learning links to other unit LO/AC
LO1 Understand how organisations create a culture of continuous improvement and acceptance of change	Unit 4 Organisational Behaviour, LO3 Understand how organisations can improve employee motivation and effectiveness
LO2 Understand opportunities for improvement to organisational activities	Unit 9 Quantitative Methods, LO1 Understand the types of data which can be used by organisations to monitor and improve their performance Unit 12 Corporate Communication Strategies, LO2 Implement corporate communications audits
LO3 Plan change for organisational improvement	Unit 1 Strategic Planning, LO2 Review an organisation's strategy and business plans Unit 13 Strategic Human Resource Management, LO2 Understand how strategic human resource management contributes to the achievement of the strategic plans of organisations
Opportunities for Synoptic Assessment	
Some of the AC require knowledge from one or more of the LOs.	
LO3 Plan change for organisational improvement draws on the knowledge and understanding developed via LO1 and LO2.	

Opportunities for Skills Development within this unit	
Employability Skills	Study Skills
<p>Problem-solving – Using analytical skills, e.g. research skills, handling information, consulting multiple sources, categorising information. Using critical thinking skills, e.g., listening to/reading all information, identifying others' positions, arguments and conclusions, weighing up opposing arguments (avoiding jumping to conclusions, spotting fake ideas/news) drawing conclusions (LO1, LO2, LO3)</p> <p>Communication skills – Taking the right action with the information gathered. Written</p>	<p>Thinking skills - Using analytical skills, eg research skills, handling information, consulting multiple sources, categorising information. Using critical thinking skills, eg listening to/reading all information, identifying and interpreting others' positions, arguments and conclusions, weighing up opposing arguments (avoiding jumping to conclusions, spotting fake ideas/news), drawing conclusions (LO1, LO2, LO3)</p> <p>Using sources of information – Accessing information ie choosing current, sufficient, relevant and reliant sources (LO2)</p>

communication eg appropriate formats, style and tone, spelling, punctuation and grammar **(LO2)**

Digital Skills - Applying relevant numeracy skills to explore and organise data appropriately **(LO2)**

Reading skills – Identifying different reading materials. Reading with a purpose, e.g., to understand an idea/concept, to retain information for revision, to research **(LO2)**

Writing skills – Understand the purpose of writing. Understand writing styles (and formats) e.g., personal, explanatory, persuasive, research and business **(LO3)**