

For: ATHE Level 7 Diploma in Strategic Management
ATHE Level 7 Extended Diploma in Strategic Management

Unit 14 Managing Continuous Organisational Improvement Assignment

Assignment Scenario

You are employed in the Human Resources Department at the head office of a national chain of retailers. There is a highly competitive and evolving business environment for high street stores. In their introductory letter to staff the new CEO has identified the need for improvements and changes, so that the organisation continues to retain market share and be profitable.

The CEO has created several staff teams from across the organisation to consider the changes that are required. You have been invited to join Team A. This team will report to the Director of Operations. You are keen to impress your colleagues. You know that successfully managing change is crucial as this will support the achievement of strategic and operational objectives and help the organisation to succeed. It is claimed that up to 60% of change programmes do not achieve the targeted outcomes and failure to do so can be costly. It is therefore crucial to get all parts of the change process right.

Task 1

The Director of Operations has called a meeting of the team which will focus on how organisations create a culture of continuous improvement and acceptance of change.

You need to be prepared for the discussion. To do this, you need to produce detailed notes which:

- Analyse the features of organisational culture that encourage and allow for continuous improvement
- Assess approaches and methods that can be used to assist with the introduction and acceptance of organisational change

Extension activities

To achieve a **Merit**, you must also evaluate how leadership and management styles facilitate continuous improvement in organisations and help to embed change.

To achieve a **Distinction**, you must also assess the importance of continuous improvement in supporting organisational success.

Learning outcomes and assessment criteria

LO1 AC 1.1, 1.2, 1M1, 1D1

Task 2

Following the meeting, you have been given a task to consider information sources that assist the identification of opportunities to make improvements to organisational practice. This will require you to use examples to illustrate the points which you make, although the examples do not need to be limited to retailing. You need to produce a briefing paper which will be sent to members of the team. The paper must:

- Analyse the sources of information used by organisations to help identify any improvements needed
- Explain the meaning of Big Data and evaluate its contribution to organisational improvement strategies which organisations create

Extension activities

To achieve a **Merit**, you must produce an additional section in the paper which focuses on a specific organisation that you have chosen. In this section you must analyse information to identify areas for improvement in the organisation.

To achieve a **Distinction**, you must produce another additional section to the paper where you evaluate the potential benefits to the chosen organisation of the proposed changes in activities.

Learning outcomes and assessment criteria

LO2 AC 2.1, 2.2, 2M1, 2D1

Task 3

A progress update and feedback session has been planned for Team A and each member of the team has been allocated a task which will contribute to the agenda. The agenda item you have been given is 'Planning Change for Organisational Improvement' and you are required to produce a presentation with supporting notes for a named organisation of your choice to be used as an example at the meeting. In your presentation and notes, you need to:

- Evaluate the factors that created the need for change in this organisation
- Analyse the changes required by the chosen organisation to achieve improvements
- Prepare a plan to implement the proposed improvements for the organisation

Extension activities

To achieve a **Merit**, you must produce an additional handout which analyses the monitoring processes required to ensure the changes lead to the planned improvements.

Learning outcomes and assessment criteria

LO3 AC 3.1, 3.2, 3.3, 3M1

Note: When citing sources of information that you have used, provide a reference using an appropriate format, e.g., Harvard.

Guidelines for assessors

The assignments submitted by learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. To achieve a merit or distinction grade, the learners must demonstrate that they have achieved all the criteria set for these grades. Where work for the pass standard is marginal, assessors can take account of any extension work completed by the learners. The suggested evidence listed below is how learners can demonstrate that they have met the required standards. The command verbs contained within the AC are highlighted in bold in the suggested evidence boxes.

Task number	LOs and AC	Suggested evidence PASS	Suggested additional evidence MERIT	Suggested additional evidence DISTINCTION
1.	LO1 AC 1.1, 1.2 1M1, 1D1	<p>AC1.1 . In their analysis, the learner should consider a range of features describing the characteristics of each one and showing how they support organisational change.</p> <p>AC1.2 The assessment must examine each approach and method in detail, showing how the main ideas are related to practice. The evaluation of the approaches must be balanced, and the learner should identify strengths and weaknesses leading to judgements.</p>	1M1 The learner needs to demonstrate understanding of the differences between leadership and management. The evaluation must show how these styles can complement one another and lead to successful outcomes in the change process.	1D1 The assessment completed by the learner needs to be explain the importance of continuous improvement processes in supporting organisational success balanced against other factors. The assessment must lead to personal judgements.
2.	LO2 AC 2.1, 2.2 2M1, 2D1	<p>AC2.1 The analysis in the briefing paper should consider the sources of information in detail, examining each source in turn.</p> <p>AC2.2 The evaluation should include an explanation of the term Big Data and an examination of the strengths and weaknesses of the contribution of Big Data to organisational improvement strategies. The learner should consider arguments for and against and then</p>	2M1 The learner must state the organisation which is being used in the analysis . There should be a direct correlation between the information that is identified, and the stated improvements needed.	2D1 The learner should continue to focus the work on the organisation already identified for LO2, as this will lead to a deeper insight and support sufficiency of content which is a requirement in the assessment. The evaluation should consider the potential

		provide a reasoned personal judgement. The learner should be encouraged to use examples to illustrate their different points.		benefits in detail. The evidence should be examined from different perspectives and the learner should make valid conclusions and reasoned judgements.
3	LO3 AC 3.1, 3.2 3.3, 3M1	<p>AC3.1 The learner must state the organisation which is being used for the evaluation. Ideally this should be an organisation which the learner knows personally so the planned changes are informed and meaningful, or it can be the organisation identified for LO2. The evaluation should consider different factors which have created the need for change, and this should lead to a detailed explanation of recommendations.</p> <p>AC3.2 The analysis in the presentation/notes should lead on from the evaluation in AC3.1, making clear links between the changes required and how this will achieve improvements.</p> <p>AC3.3 The plan prepared must be specific, achievable, set within timescales and easy to follow. Each of the proposed improvements should be covered.</p>	3M1 The analysis of the monitoring processes must examine each process in detail showing how they will work in practice. Reference to current research and actual practice in organisations will support the analysis.	