



Unit: Leadership, People and Change Assignment

Winter 2019 - Winter 2022

Important notes

- Please refer to the *Assignment Presentation Requirements* for advice on how to set out your assignment. These can be found on the NCC Education website. Click on 'Policies & Advice' on the main menu and then click on 'Student Support'.
- You must read the NCC Education documents *What is Academic Misconduct? Guidance for Candidates* and *Avoiding Plagiarism and Collusion: Guidance for Candidates* and ensure that you acknowledge all the sources that you use in your work. These documents are available on the NCC Education website. Click on 'Policies & Advice' on the main menu and then click on 'Student Support'.
- You **must** complete the *Statement and Confirmation of Own Work*. The form is available on the NCC Education website. Click on 'Policies & Advice' on the main menu and then click on 'Student Support'.
- Please make a note of the recommended word count. You could lose marks if you write 10% more or less than this.
- All electronic media will be checked for plagiarism.

Introduction

This assignment requires you to demonstrate the knowledge and skills that you have acquired during this module by producing a 4,000 word, fully referenced, academic report that addresses the issues concerning the complexities of leading organisations successfully through strategic change.

In order to complete the assignment, you will need to choose and research an appropriate organisation.

Choosing an appropriate organisation

Choosing an organisation upon which to focus comprises three steps:

Step 1: Select an **industry** in which you are interested. It may be one in which you are currently working, aspire to work, or are otherwise familiar. It might include, for example, commercial airlines, banking, fashion retail, food retail, beauty, IT, publishing, hospitality, leisure and tourism, automotive, construction, insurance, pharmaceutical, film, oil and gas, mining, sport etc.

Step 2: Select a **business** *within* that industry. This may be a specific business unit or company that is part of a larger group.

Step 3: Identify a **strategic change** or changes in that business that is planned to be undertaken or one that you propose.

Researching your industry and organisation

Your research involves systematically studying appropriate materials and sources in order to establish facts about your chosen industry and organisation.

You can make use of the wide range of web resources available to help you to understand the context in which your organisation operates, but do not limit yourself, to web-based sources of information. You should take care also to use academic, practitioner, industry and company sources.

The Assignment

The aim of the assignment is for you to demonstrate your understanding of the knowledge and skills required to lead organisations successfully through strategic change.

You are required to do this in a report that provides recommendations for strategic change to an organisation you choose. Your recommendations should be based on a thorough analysis of the industry of which the organisation is a part, the organisation itself and best practice.

Task - Strategic Change Analysis

100 marks

- Identify a strategic change based on a critical environmental analysis of your chosen organisation;
(20 marks)
- Devise a strategy to deliver this change based on a critical review of a range of organisational change strategies;
(25 marks)
- Critically evaluate how the change might impact organisational culture and recruitment. Make critical recommendations for how the change can be managed to overcome potential resistance and mitigate impact on performance;
(25 marks)
- Based on close critical analysis of leadership models and theories, evaluate the leadership capabilities needed to deliver this change and what approaches might support decisions on how to lead this change.
(30 marks)

Format:

Your submission should be in the form of a report structured to include:

- A brief (200 word max) introduction covering the background to the organisation and strategic changes proposed.
- Sections on each element of the task above
- Bibliography
- Appendix/Appendices

Submission requirements

- A single, word-processed document containing material pertaining to all components of the task.
- The word count is **4000 words**, not including the bibliography or any appendices.
- The document should be structured as a report with a bibliography and appendices (where necessary). Refer to the Assignment Presentation Requirements (see front cover) for more information.
- An electronic copy of the document must be submitted to NCC Education by email using this address: level7assessments@nccedu.com
- Work that contains viruses, or work that cannot be run directly, will result in a fail grade being awarded for this assessment.

Please see Guidance for Students at the end of this document for further information.

All documents and slides should be submitted in **one .ZIP file per student**, using the following filename format:

[student number]_[module]_[component]

For example: ***000123456789_EI_Assignment***

Candidate checklist

Please use the following checklist to ensure that your work is ready for submission.

Have you read the NCC Education documents *What is Academic Misconduct? Guidance for Candidates* and *Avoiding Plagiarism and Collusion: Guidance for Candidates* and ensured that you have acknowledged all the sources that you have used in your work?

Have you completed the *Statement and Confirmation of Own Work* form and attached it to your assignment? **You must do this.**

Have you ensured that your work has not gone over or under the recommended word count by more than 10%?

Have you ensured that your work does not contain viruses and can be run directly?

Guidance for Students

Purpose of the assignment

The aim of this assignment is for you to demonstrate your understanding of the knowledge and skills required in leading organisations successfully through strategic change. You are required to do this by providing recommendations to an organisation you choose, based on a thorough analysis of the industry, the organisation itself and best practice.

'Strategic change' here concerns the type of change that addresses one or more of the following:

- The long-term direction of the organisation;
- The scope of the organisation's activities;
- Securing advantage over competitors;
- Changes in the organisation's environment;
- The organisation's capability – its resources and competences including culture, leadership, and people;
- The values and expectations of stakeholders.

Strategic change is, therefore, complex in nature, made in situations of uncertainty, and requires an integrated approach. It is different from but affects operational decisions.

For example, your organisation's key stakeholders may increase pressure to secure growth by moving into a new area of business. Managers may pursue this by acquiring another with competencies in that area. All this may be in response to changes in the competitive or broader environment affecting the firm.

On completion of this assignment, you should have produced a report of your analysis and a set of recommendations that could be implemented.

Your work will be assessed on your ability to research and identify an appropriate strategic change, refine it based on the application of appropriate methodologies to analyse the business and industry, and produce a set of recommendations to implement the change.

Consult your tutor if you are uncertain about any aspect of the assignment.

Academic Rigour

You should give clear and specific justification for the recommendations. They should be based on evidence, good research and analysis, and thorough critical analysis using the theories, approaches and methods you have learnt whilst studying this unit and wider reading. This will achieve far more than simple description.

You should cite every source you use and give clear references. We recommend the Harvard referencing system, but any standard system is acceptable, as long as it is consistent.

Your assignment must, of course, be entirely your own work and there are severe penalties for plagiarism outlined in the NCC documents *What is Academic Misconduct? Guidance for Candidate* and *Avoiding Plagiarism and Collusion: Guidance for Candidates*.

Mark Scheme

Please also read the mark scheme thoroughly. This outlines what you need to achieve to gain marks in each section. It will give you a good idea of the areas you need to explore and the information, analysis and conclusions you need to present in each section. It will also show you how effective and thorough your work needs to be.

Format

The total assignment should be 4,000 words including all FOUR (4) components of the task, the bibliography and appendix.

Appendices

There is no requirement for appendices nor a penalty for not including them, but they do provide an opportunity to demonstrate that your ideas and recommendations are supported by relevant academic models and research.

Any appendices should be no more than FOUR (4) pages long. You should use it to present supporting information that is too detailed to include in the main body of your assignment.

Appendices are not included in your word count nor allocated any marks. But well-produced appendices can support your report and help you gain marks for those sections to which they refer. You should only include **relevant** information in your appendices and make reference to them in the body of the assignment.

You might, for example, include additional details of your industry or business or detailed analysis from one of the analytical tools.

Bibliography

You should include a bibliography that references all information you have used (printed and online materials) to produce your assignment.