



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

LEVEL/ LEFEL 7

MODULE CODE/ COD Y MODIWL: LCDB7005

STRATEGIC CHANGE AND ORGANISATIONS

ASSESSMENT TYPE/ MATH O ASESU: ASSIGNMENT

ASSESSMENT/COMPONENT/ ASESIAID/CYDRAN: 2 (ESSAY)

COMPONENT WEIGHTING/ PWYSAU'R CYDRAN: 50%

WORD COUNT/ NIFER Y GEIRIAU: 4000 $\pm$ 10%. WORDS

SUBMISSION DETAILS/ MANYLION CYFLWYNO:

- Make sure that Your Name , Your Student Number, Your Module Title, Assignment Title and Your Module Lecturer's Name are clearly shown on the front page of your assignment
- All assignments must be submitted electronically to Moodle.
- **DO NOT put this form into Turnitin or it will match many similarities with other students' submissions.**



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DBA ASSIGNMENT SPECIFICATION

Programme:	DBA		
Lecturer:	Prof. Amare Desta	Internal Verifier:	Dr John-Paul Okeke
Assignment Title:	Strategic Change and Organisations		
Hand Out Date:	The 2nd Week of Term	Submission deadline:	Please refer to the assessments schedule published on Students' Hall in Moodle and the Assessment Board on campus

Referencing:	In the main body of your submission you must give credit to authors on whose research your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have read or quoted in order to complete this assignment (e.g. for books: surname of author and initials, year of publication, <u>title of book</u> , edition, publisher: place of publication).
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Late submission will result in a late penalty mark, as follows:

Up to one week late, maximum mark of 50% for first attempts and 0% for resubmissions. No work will be accepted more than one week after the submission deadline
(Academic Quality Handbook 2016/17 7.5 (5))

AIM:

- To develop understanding of the theory and practice of strategic change in the organisation.

LEARNING OUTCOMES:

Upon the successful completion of this module, the student should be able to:

- recognise the need for strategic change and be able to critically assess the organisational (micro and macro) environment
- identify barriers and issues to strategic change and recommend approaches to overcome such barriers.

INDICATIVE CONTENT:

- Defining and understanding Strategic Change.
- Analysing the strategic context/Environmental Assessment (analysing micro and macro environment, organisational mission and goals, organisational structure and design, analysing resources and capabilities).
- Drivers of Strategic Change (competitive pressures, strategic position and strategic advantage).
- Leading Change.
- Approaches to leading strategic change.
- Change and Individuals (change awareness, emotional transitioning).
- Political and Cultural Processes in Strategic Change (power, politics).
- Response to change (resistance, conflict).
- Organisational Learning.

TASK DESCRIPTION: Essay (4000 ± 10% Words)

Assignment 2:

This assignment provides a vehicle for consolidating the knowledge and skills learned throughout your previous studies here at UWTSD. It aims to encourage wider reading of available material and reflection upon the impact of Strategic Change in contemporary organisations.

The topic list given is therefore intended to stimulate you to think of appropriate essay topics. Most of these topics can be dealt with in a variety of ways, including as a theoretical “*think piece*”, a review of the secondary literature, or as an applied analysis or case study. As you interpret these suggestions for the purpose of the essay, keep in mind the constraints under which you are working.

You will be assessed on the appropriateness of your arguments in addition to the skill with which you write the essay. You have only a few weeks in which to complete the task (the deadline is enforced). The essay should be approximately around **4000 words**; just as a topic that needs greater length is a poor choice, a topic which lends itself only to a very brief essay is probably also a poor choice. Furthermore, this assignment is an opportunity for you to choose, for example, to explore a topic which has intrigued you but which you are unlikely to have the chance to address again.

You are now advised to pay particular attention to conceptual matters at the outset:

- i) an essay must have a beginning, a middle, and an end.
- ii) you should be able to state your point succinctly, preferably in the form of a simple argument (i.e., you should be able to finish the phrase: “I will argue that . . .”)

START NOW. This assignment cannot be done well by throwing something together at the last minute. Even if you did do that, you would be doing yourself a real disservice in your preparation for putting things together and writing it up.

The TASK:

Each of you should choose a different topic. Allocations will be made on a first come/first serve basis – therefore you are advised to make your choice ASAP and inform your module leader. Please rank the topics (1 to 3) in order of preference so that, if you are not allocated your 1st choice, you will be given your 2nd, OR 3rd choice.

Essay topics: Choose one topic from the list below and write an essay approximately around 4000 words;

- 1) “The current Coronavirus outbreak has demonstrated that organisations, more often than not, take a short-term view in their approach to management rather than a strategic one” Discuss this assertion with appropriate example.
- 2) “The aftermath of the Covid-19 crises will transform the way we live, work and travel in the UK”. Says CEO of AA, UK”. Do you agree with the above statement? Critically discuss why/why not.
- 3) Assuming you are the executive director of a major trans-national corporation, discuss how would you develop/implement “Strategic Action Plan” to sustain the core business of your organization.
- 4) “Many contemporary societies/organizations plan really well, yet few translate strategy into action” Do you think this statement is true? Critically discuss why/why not.
- 5) There is an evidence which suggests that “SMEs, more often than not, take a short-term view in their approach to their SOP (Standard Operations Procedure) rather than a strategic one”. Discuss this assertion with appropriate example

- 6) What are some of the moral, ethical and professional issues faced by the managers of contemporary businesses during organizational change? Illustrate your points with relevant examples
- 7) The survival of a large organization depends upon access to high-quality information that will enable them to make strategic change. Discuss this statement with relevant examples
- 8) Explain how strategic use of ICT can affect transaction and coordination costs.
- 9) Discuss changes in employment patterns brought about by increased levels of Strategic Change and the introduction of supportive computer-based information systems
- 10) Using relevant examples, critically review the major pieces of legislation relevant to the ways in which organization use computer-based information systems. Your discussion should refer to areas such as copyright, unauthorized access, the use of personal data any other issues
- 11) Discuss: the potentials and pitfalls of organizational change in any country of your choice
- 12) Discuss: which factors drive, and which factors limit the strategic changes in organizations growth of an Information Society
- 13) Discuss: the challenges associated with organizational change for a multi-national organization
- 14) Discuss: the opportunities associated with organizational change for a multi-national organization
- 15) Discuss: How technology (e.g. ICT) could have a positive impact on organizational change
- 16) Discuss: Why continuous organizational change is necessary for the future of society
- 17) Discuss: Why digitization of knowledge and practices matters for humanists
- 18) "Organizations are complex, dynamic, non-linear systems: they will never settle down long enough for a formal method to be effective". Discuss why this may be case
- 19) What role can professional bodies play in framing codes of conduct for their members? Discuss
- 20) Discuss: why do contemporary organizations have to plan strategically? What factors affect the timescale of the strategic plan?
- 21) Discuss how has e-Business impacted the global business environment
- 22) Discuss how has technology impacted your own government
- 23) By providing appropriate example(s), discuss the potential use of ICT systems in the future
- 24) Discuss: How will information technology affect contemporary society in the next 2 decades?
- 25) Do you think social networking site (e.g. Facebook) could be a detrimental factor on organizational success? If, so, why? If, not, why not?
- 26) Discuss: Besides advertising, how else could a social networking site generate revenue?
- 27) Discuss: Who is ultimately responsible for organizational change
- 28) Effective and fruitful micro and macro environment can be born out of instability". Discuss this statement
- 29) Discuss the barriers to and facilitators for creating a successful and sustainable Information Systems in contemporary business.

- 30)** Why is globalization significant? What is driving businesses towards globalization?
- 31)** Why should it make any difference to IS strategy whether an organisation is global or not?
- 32)** If the benefits of globalization concern the expansion of operations across international borders, why then is it necessary to consider a strong home base?
- 33)** Why are mergers and acquisitions unlikely to succeed? Why is it so difficult to find a common information systems platform that makes the two entities work together as one?
- 34)** How can the importance of corporate social responsibility be seen as a threat to the purpose of a multinational organization?
- 35)** Who are the typical stakeholders of a multinational organization, and how do they affect its purpose and management of it?
- 36)** What are the defining characteristics that determine the internal competitive advantage of an organization?
- 37)** Why is organizational structure important and how does structure itself become a source of competitive advantage?

NOTE TO STUDENTS:

- 1) You will need to extensively search and read around the subject. Don't forget to reference any material that you have quoted, gained information or otherwise used from papers, books, electronic media or other sources and must provide a fully formatted sets of references using Harvard referencing system.
- 2) All the words you use in the essay must be your own words & not copied from a book or an article. If you wish to quote directly from the text, use inverted commas or indentation & state your source.
- 3) You are also required to clearly write the topic number & title you have chosen on the top of your Essay.

MARKING CRITERIA AND STUDENT FEEDBACK

This section details the assessment criteria. The *extent* to which these are demonstrated by you determines your mark. The marks available for each criterion are shown. Lecturers will use the space provided to comment on the achievement of the task(s), including those areas in which you have performed well and areas that would benefit from development/improvement.

Common Assessment Criteria Applied	Marks available	Marks Awarded
Evidence of further reading and research.	20	
Knowledge and comprehension of chosen topic area(s)	15	
Critical analysis & Evaluation	35	
Application of analytical models and recommendations of strategic choices	25	
Report structure and presentation	5	
TOTAL	100	

Assignment Mark (Assessment marks are subject to ratification at the Exam Board. These comments and marks are to give feedback on module work and are for guidance only until they are confirmed.)	Late Submission Penalties (tick if appropriate)		%
	Up to one week late	50% Max	