



**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: 1 (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:        | <u>DBA</u>                         |                      |                                                                                                                   |
| Lecturer:         | Dr. Amare Desta                    | Internal Verifier:   | Dr John-Paul Okeke                                                                                                |
| Assignment Title: | Strategic Change and Organisations |                      |                                                                                                                   |
| Hand Out Date:    | The 2 <sup>nd</sup> 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). |
| <p><b><u>Late submission will result in a late penalty mark, as follows:</u></b><br/> <b>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</b><br/> <b>(Academic Quality Handbook 2016/17 7.5 (5))</b></p> |                                                                                                                                                                                                                                                                                                                                                                                                         |

## 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 $\pm$ 10% Words)**

### **Assignment 1:**

**Between June and September 2016, Softbank completed the acquisition of ARM Holdings, one of Britain's most successful High tech. companies.**

**Conduct relevant research in order to create a case study based upon the following questions. Please note that the questions below are not exhaustive, and you may extend them to further deepen your researched answers.**

- a. Evaluate and comment upon the strategic imperative behind the acquisition, from the view of Softbank?**
- b. Compare and evaluate the change implications from the viewpoints of ARM, and Softbank? (include changes in strategy, structure, org. culture, and any other elemental changes that you feel appropriate to consider)**

**(You should use strategic management, KPIs and any other models that you deem relevant to your evaluations of the above in your analyses and synthesis of the data and evidence gathered).**

# 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             |               |

|                                                                                                                                                                                                            |                                                        |         |          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|---------|----------|
| <b>Assignment Mark</b> (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. ) | <b>Late Submission Penalties (tick if appropriate)</b> |         | <b>%</b> |
|                                                                                                                                                                                                            | Up to one week late                                    | 50% Max |          |
|                                                                                                                                                                                                            |                                                        |         |          |