Managing Innovation and Change in Computing

**Diploma in Computing Technologies**

# Assignment

You are employed as an ICT Business Improvement Officer in aconsultancy organisation. The organisation works with clients to introduce and manage ICT changes, in order to innovate and change their computing practices. The organisation has a range of public and private sector clients across industries.

The organisation has recently been working with a new client, who has asked for a proposal regarding innovative computing solutions for their business, In particular it is looking to digitalise their current business processes and improve their ICT within the organisation. You have been assigned the Project Co-Ordinator for this job.

You must complete the following tasks in relation to the client brief.

# Client Brief

We are a medium sized estate agency with over 60 full time staff. We currently have an average staff turnover rate. We currently sell and rent property across the south of the UK and have recently expanded in the past two years into other new areas such as Manchester and Liverpool. We currently advertise all our property in local newspapers, which has proven to be effective so far and have a 54% success rate for our property sales and rentals. We believe this can be higher.

Currently we have an on-premises server solution, which provides email and file storage for all our staff. Upon joining the organisation each staff member is provided with a desktop computer, monitor and access is provided to email and our company shared folder drives. In order to access email and files staff must be within the office building which means we are not able to offer home working options.

We have purchased a professional/enterprise licence for our operating systems which we have had for many years, the version we use is no longer supported by the manufacturer.

We have not invested in our ICT infrastructure or systems in many years, and we now have appointed your organisation to propose how we can better our service offering and ensure we are a sustainable business for many years to come.

# Task 1

The client organisation has a Board of Directors. The Directors are concerned about the projected investment needed for this project against the value it will bring to the business and not all members of the Board are up to date with information technology.

You have been asked by the CEO of the client business to provide documentation which will be sent to the Board to establish a business case for investing in innovation and change in the organisation.

The documentation must:

* Explore the difference between innovation and change management
* Evaluate the organisational benefits of utilising innovation and change
* Investigate the types of computing changes that can occur in an organisation
* Analyse the potential risks of innovation and change
* Evaluate the possible impacts of change to organisations
* Assess how innovation is crucial to business success

# LO1 AC 1.1, 1.2, 1.3, 1.4, 1.5, 1.6

**Merit Task**

In completing this task you decide to read around the topic of organisational culture. Make notes for future reference which analyse how to create an innovative culture in an organisation

# LO11M1

**Task 2**

The estate agency has created and presented a business case to the Board of Directors. The Directors have given approval to proceed on the basis that a training session is provided for all the management team focusing on the importance of managing change and measuring the impact. The Directors are concerned about investing in this change and the managers not having buy in or understanding on how to manage the change effectively across all of the offices.

You decide to make some notes in preparation for a meeting with the client. In the notes you need to:

* Analyse the importance of managing change effectively and the consequences of poor management of innovation and change
* Analyse effective change management techniques, processes and methodologies used
* Explain how to measure the impact of change

# LO2 AC 2.1, 2.2, 2.3

**Merit Task**

To achieve a Merit, you must add to the notes providing an analysis of the importance of ensuring stakeholder buy in to proposed changes.

# LO22M1

**Task 3**

You have been asked to carry out a scoping exercise for the client based on their initial client brief. You should consider the areas mentioned and create a business proposal for an innovative computing change.

The scoping exercise must:

* Provide information for the client business to understand the importance of developing innovative computing systems
* Explore innovations that are common across the computing industry
* Evaluate new and emerging areas of computing
* Benchmark computing systems with other organisations
* Analyse how to keep up to date with new computing solutions The business proposal must:
* Propose an innovative change in computing You should submit:
  + Scoping documentation
  + Business proposal **LO3 AC 3.1, 3.2, 3.3, 3.4, 3.5 LO4 AC 4.1, 4.2**

# Distinction Task

To achieve a Distinction, you must prepare a presentation recommending an innovative computing idea and calculating a return on investment from the innovative change

# LO3and LO4 D1

**Task 4**

The client has now approved the proposal you completed in Task 3 and work has commenced on implementing the suggested improvements.

Your manager has explained that it is crucial for the business to understand the wider business context of the proposed computing changes and hasasked you to create a document explaining this to the client.

You document must:

* + Analyse the changes needed to organisational processes from the introductionof a new solution
  + Evaluate the changes to business strategy based on introducing a new computing change
  + Analyse the importance of linking innovation and change to an organisation’s ICT strategy

# LO5 AC 5.1, 5.2, 5.3

**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.

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| **Task number** | **LOs and AC** | **Suggested evidence PASS** | **Suggested additional evidence MERIT** | **Suggested additional evidence DISTINCTION** |
| **1** | **LO1 AC 1.1, 1.2,**  **1.3, 1.4, 1.5, 1.6** | The learner’s documentation must provide sufficient detail to be included in a business case for the client. The information should be appropriately presented and aimed at the target audience which is the CEO and the rest of the Board of Directors.  The learners must ensure that the information they provide alleviates the Director’sconcerns, about the projected investment and value.  The learner’sdocumentation must:   * Explore the difference between innovation and change management in order for the client to gain an understanding of how innovation is something new and different, whereas change is a change in activities such a process. The exploration must be comprehensive. * Evaluate the organisational benefits of utilising innovation and change. Learners should link the benefits of innovation and change to the client business and their brief provided i.e., reduce staff turnover, increase business. The evaluation needs to establish benefits and issues. * Investigate the types of computing changes that can occur in an organisation. Learners should reference other computing changes that are common across similar industries i.e., selling online, customer portals, digital document signatures etc. * Analyse the potential risks of innovation and change. | **LO1 1M1** |  |
|  | **LO1 1M1** | The learner’sworkmust  analyse in detail how to create an innovative culture in an organisation, considering each point in turn. |
|  |  | This could include suggestions such as: |
|  |  | * Ensuring staff buy-in * Asking for feedback from staff * Engaging with staff before introducing staff * Explaining the benefits of the change to the organisation and their job role * Explaining why the change is happening * Appointing super users or champion’s |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | Learners should consider potential risks that could come with change such as not having buy in or going over budget.   * Evaluate the possible impacts of change to organisations. Learners should evaluate these impacts and make them relevant to the client industry. * Assess how innovation is crucial to business success. Learners could provide examples where businesses failed due to not innovating and those business that succeeded by innovating. |  |  |
| **2** | **LO2 AC 2.1,**  **2.2, 2.3**  **LO2 2M1** | The learners’notes must be detailed and comprehensive. They need to:   * Analyse the importance of managing change effectively and the consequences of poor management of innovation and change such as:   + Successful implementation   + Communication   + Using change methodology   + Planning   + Feedback and review * consequences of poorly managing innovation and change and how this could affect the client organisation by having:   + Decreased staff morale   + Breakdown in communication   + Conflict between departments and staff   + Resistance from staff   + Inconsistent messages   + Reduced productivity   + Reduced efficiency   + Damage to reputation and ultimately finances | **LO2 2M1**  The learner’snotes must include an analysis on the importance of ensuring stakeholder buy in to proposed changes.  The learners should include reference to the stakeholders affected by these changes based on the client brief. For example, customers, staff, managers and how it is important to ensure their buy in. |  |
|  |  | * Analyse effective change management techniques, processes and methodologies used, for example the 7 Rs of change management |  |
|  |  | * Explain how to measure the impact of change by the use of tools such as KPI’s, Goals and Aims and objectives. Learners |  |

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|  |  | could also reference the use of software tools available such as reporting, dashboards etc which would increase buy in from management. |  |  |
| **3** | **LO3 AC 3.1,** | Learners must carry out a scoping exercise for the client business based on their initial client brief. The documentation provided must make reference to the areas within the brief which could benefit from innovation and change such as introducing cloud storage and email solutions, licensing of operating system software, use of laptops instead of desktops for business continuity and accessibility and introducing a CRM system with integrations to online property selling/rental websites.  The scoping document must:   * Provide information for the client business to understand the importance of developing innovative computing systems, this could be in relation to value and business continuity. * Explore innovations that are common across the computing industry. Learners should provide areas of recent growth such as cloud infrastructure, software as a service and cloud-based email. * Evaluate new and emerging areas of computing. This could include the use of virtual servers or artificial intelligence. Learners could provide examples of both these areas relating to the client industry. * Benchmark computing systems with other organisations. Learners could make reference to other larger estate agents which are fully digital and offer all online services. * Analyse how to keep up to date with new computing solutions. Learners could reference online and offline methods. The methods suggested must be realistic and achievable.   The business proposal must:   * Propose an innovative change in computing. The change must   be relevant to the client brief and consider the role the learner has in the consultancy organisation, which is to provide |  | **LO33D1** |
|  | **3.2, 3.3, 3.4,**  **3.5** | The learner mustprepare a presentation recommending |
|  | **LO4 AC 4.1,**  **4.2** | an innovative computing idea  and calculating a return on investment from the |
|  |  | innovative change. |
|  |  | The presentation must be |
|  | **LO33D1** | designed using presentation software. |
|  |  | The recommended idea must |
|  |  | include estimated costs in |
|  |  | order to calculate the ROI. |
|  |  | The return on investment |
|  |  | must be specified, for |
|  |  | example High, Low and |
|  |  | evidence provided on how |
|  |  | this ROI was calculated. |

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|  |  | suggestions to better business processes, value and offering to their stakeholders.  Learners should submit the below detailed documentation:   * Scoping documentation * Business proposal |  |  |
| **4** | **LO5 AC 5.1,**  **5.2, 5.3** | The learners must submit a document explaining the wider business context of the proposed computing changes. This document must be aimed at the client business and relevant to the client brief provided.  The learners document must:   * Analyse the changes needed to organisational processes from introducing a new solution including operational, managerial and other relevant areas such as processes and HR. * Evaluate the changes to business strategy based on introducing a new change. Learners should explain the requirement and need for updating the business strategy in relation to the aims and objectives. * Analyse the importance of linking innovation and change to an organisation’s ICT strategy. Learners should include reference to the future of the organisation and ensuring it remains sustainable and matches it competitors. |  |  |