



# EduQual Diploma in Business Management (SCQF Level 11)

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ASSIGNMENT TWO: CHANGE MANAGEMENT AND STRATEGIC LEADERSHIP

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## Assessment Guidelines

Learners of EduQual qualifications must complete the tasks given in the assignment brief approved by EduQual. Learners can request assistance from tutors about completing the tasks, mark schemes and grade descriptors. Learners are expected to adhere to policies and guidelines set out by the centre, which includes word/page/slide count and plagiarism/collusion.

## Context

Learners are required to refer to the guidance notes and assignment brief in order to present an answer that would fall within the required context.

## Confidentiality

Learners must seek permission and advice when using organisational/business information that would be considered sensitive or confidential within their assignments. **If the organisation's consent is given, and anonymity is a given requirement of the organisation, then the learner must respect this.**

## Assessment Criteria and Mark Sheets

The assignment brief will include the mark scheme along with grade descriptors for learners to refer to if needed. The guidance notes before the assignment questions should be used for reference in order to ensure that learners are equipped with the information and formats required. Learners are requested to obtain necessary advice on assignment context, format and other supporting information to clarify and help understand the requirements.

The assessment criteria and the mark sheets will help learners identify how and where the marks have been allocated and allow them to structure their answers accordingly. Please note that learners must achieve a minimum of 40% of the marks allocated for **each** task and that the average mark awarded to all tasks of an assignment must be a minimum of 40% of the overall marks awarded.

Where a task requires coverage of more than one learning outcome, work submitted for each learning outcome of the task will be assessed to ensure it is of sufficient standard (i.e. would achieve a minimum of 40% were it to be marked on its own).

## Tutor Guidance

Learners are allowed **one piece of feedback** for draft answers they present. Any subject-related questions relating to the module can also be directed to the tutor.

## Word Count

It is mandatory that learners adhere to the specified word count given in the assignment brief within a margin of  $\pm 10\%$ . For certain tasks, the assignment brief may specify the page count depending on the task requirement and, although a word count may not always be applicable for these, the page count must be adhered to at all times. All tables, charts, diagrams, referencing (in-text) will be considered a part of the assignment word count.

**If the task requires learners to make a presentation, the word count will only be applicable to the notes provided.** The assignment questions may also specify the number of slides, in which case the learners are also required to adhere to this.

Any supporting documents used to reinforce a learner's answer need to be attached at the end of the report as appendices. Such supplementary material will equip the examiner with the required background knowledge on the information provided within the report. However, these will not be considered for grading nor as part of the word/page count.

All assignments submitted with clear disregard for the stipulated page/word counts may be discounted, and the learners may have to resubmit his/her work for assessment pending revision/review of their work.

## Referencing and Professionalism

To ensure that they follow a professional stance at all times, learners must:

- Use the Harvard system of referencing for all citations and references (including in-text)
- Use professional, formal English in presenting their work
- Refrain from writing in a first-person perspective (i.e. 'I', 'We', 'Me', etc. should not be used within the answer).

Learners should bear in mind that marks are awarded for professional format and presentation, and that considerable marks can be awarded for validity and quality of referencing. Therefore, referencing and professionalism will be assessed in every task.

## Plagiarism and Collusion

Plagiarism and collusion will be considered an academic offence and will be dealt with as a serious issue.

**Plagiarism can be defined as:** the presentation of the work of another author without appropriate referencing and/or attribution (leading to the false assumption that the learner is the originator of the text).

**Collusion can be defined as a circumstance in which:** two or more learners present work with distinct similarities in concept and ideas.

**Learners must have access to valid plagiarism software (i.e. Turnitin) to assess 'similarity index' between their work and work that has been published elsewhere.** This Turnitin report **must** be submitted along with their final assignment scripts for reference purposes.<sup>1</sup>

Excessive referencing (i.e. where unneeded/irrelevant) will also be considered an academic offence, which will lead to learners being penalised in marks awarded for structure and format of their work or, in serious cases, leading to the work of learners being discounted as unfit for assessment. Such matters will be decided by academic panel along with EduQual.

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<sup>1</sup> Note that centres must provide their learners with access to Turnitin software or else submit learners' work for analysis via Turnitin upon receiving learner assignment scripts. In either case, the Turnitin report must be included with the submission of any learner work for assessment.

# Assignment Two: Change Management and Strategic Leadership

## Task 1

*This task constitutes 45% of the overall mark. 10% of the overall marks for any task must be given to 'Structure and Format'.*

**Select an organisation with which you are familiar and assume that you are a human resource manager within that organisation. Prepare a presentation, which explains HR policies to the junior staff, bearing in mind the following key points:**

- 1. Differentiate between personnel management and human resource management (HRM) approaches within your organisation and show how human resource management strategy in your organisation corresponds with its organisational objectives.**

SRMO: LO 2 (pcs 2.1-2.2)

- 2. Analyse the extent to which your own personal management and leadership skills would enable you to contribute to the achievement of the strategic goals of your organisation. Create a personal skills development plan to identify and deliver improvements in your own skills. Your response should show how you have evaluated your own progress against identified objectives and a consideration of what this means for your future development. Your Personal Development Plan may be incorporated as an appendix to your presentation.**

CMSL: LO 2 (pcs 2.1, 2.2, 2.3)

- 3. Evaluate the impact of your organisation's operational structure and culture in relation to the way it manages its human resources. Within your response, indicate that you have:**
  - Discussed current legislation and its impact on HRM within an organisation
  - Evaluated the performance indicators used to measure human resource performance.

SRMO: LO 3 (pcs 3.1, 3.2, 3.3)

- 4. Design and critically evaluate a plan, which illustrates how different elements of your organisation's human resources plan (recruitment, development, retention, reward, performance management and communication) contribute to meeting your organisation's objectives. Within your response, you should identify and analyse the business factors that underpin human resource planning within an organisation.**

SRMO: LO 4 (pcs 4.1, 4.2, 4.3)

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**5. Design a customer relationship plan and evaluate the capacity management approaches used by your organisation. Show how these match the organisation's operational capacity and how they meet expected demand. Your response should show critical evaluation of:**

- Evaluation of the organisation's capacity management
- Assessment of the organisation's efficiency strategies such as Lean enterprise, TQM and supply chain
- Strategies needed to maximise customer relations
- The use of traditional and internet based information systems in attaining competitive advantage

SRMO: LO 6 (pcs 6.1, 6.2, 6.3, 6.4)

### Task 1 Slide Count

25 slides maximum, including introductory and summary slides.

### Task 1 Word Count for Notes

2500 maximum.

## Task 1 – Assessment Criteria and Mark Scheme

Assessment Criteria	Marks allocated	Comments	Mark Given
<p>Differentiate between personnel management and human resource management (HRM) approaches within your organisation and show how HRM strategy in your organisation corresponds with its organisational objectives.</p> <p>SMRO: LO 2 (pcs 2.1, 2.2)</p>	20	<p>Explain the focus in HRM on achieving strategic goals, role of human capital, HR processes etc. and contrast with personnel management approaches.</p> <p>Analyse the relationship between HRM and business strategy, human capital management and business performance; the link between organisational goals and HRM capacity and competence</p> <p><b>NB work submitted for each learning outcome of the task should be assessed to ensure it is of sufficient standard.</b></p>	
<p>Analyse the extent to which your own personal management and leadership skills would enable you to contribute to the achievement of the strategic goals of your organisation. Create a personal skills development plan to identify and deliver improvements in your own skills. Response to show evaluation of own progress and reflect on what this means for future development.</p> <p>CMSL: LO 2 (pcs 2.1, 2.2, 2.3)</p>	15	<p>Identify skills required of leaders and use selected tools to assess own management and leadership skills e.g. SWOT, Personality Tests, Locus of Control.</p> <p>Personal development plan with measurable objectives to meet those needs over time.</p> <p>After at least 6 months, evaluate own progress against identified objectives and reflect on progress and future development.</p> <p><b>NB work submitted for each learning outcome of the task should be assessed to ensure it is of sufficient standard.</b></p>	
<p>Evaluate the impact of your organisation's operational structure and culture in relation to the way it manages its human resources. Within your response, indicate that you have:</p> <ul style="list-style-type: none"> <li>Discussed current national employment legislation and its impact on HRM within your organisation</li> <li>Evaluated the impact of the organisational structure and culture in relation to your organisation's management of human resources</li> <li>Evaluated the performance indicators used to measure human resource performance.</li> </ul> <p>SRMO: LO 3 (pcs 3.1, 3.2, 3.3)</p>	15	<p>Analysis of current UK employment legislation, including equality and information issues.</p> <p>Evaluation of impact of differing organisational structure and cultures on selected organisation's HRM.</p> <p>Identification and evaluation of suitable performance indicators for selected organisation's HRM.</p> <p><b>NB work submitted for each learning outcome of the task should be assessed to ensure it is of sufficient standard.</b></p>	
<p>Design and critically evaluate a plan which illustrates how different elements of your organisation's human resources plan (recruitment, development, retention, reward, performance management and communication) contribute to meeting your organisation's objectives. Within your response, you should identify and analyse</p>	20	<p>Analyse how to ensure best fit between employees and jobs to meet business objectives.</p> <p>Organisational HR plan to include recruitment, development, retention, reward, performance management, communication.</p>	

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<p>the business factors that underpin HRM within an organisation.</p> <p>SRMO: LO 4 (pcs 4.1, 4.2, 4.3)</p>		<p>Critical evaluation of the organisation's HR plan</p> <p><b>NB work submitted for each learning outcome of the task should be assessed to ensure it is of sufficient standard.</b></p>	
<p>Design a customer relationship plan and evaluate the capacity management approaches used by your organisation. Show how these match the organisation's operational capacity and how they meet expected demand. Your response should show critical evaluation of:</p> <ul style="list-style-type: none"> <li>• Evaluation of the organisation's capacity management</li> <li>• Assessment of the organisation's efficiency strategies</li> <li>• Strategies needed to maximise customer relations</li> <li>• The use of traditional and internet based information systems in attaining competitive advantage.</li> </ul> <p>SRMO: LO 6 (pcs 6.1, 6.2, 6.3, 6.4)</p>	<b>20</b>	<p>Evaluation of case studies such as Zara/Inditex to adjust capacity to meet demand, demand pull vs. supply push approaches.</p> <p>Evaluation of case studies of the use of each of these in brief reports.</p> <p>Evaluate then select appropriate strategies for inclusion in customer fulfilment plan for selected organisations.</p> <p>Evaluation of systems such as CRM, EPOS, etc. in selected organisations.</p> <p><b>NB work submitted for each learning outcome of the task should be assessed to ensure it is of sufficient standard.</b></p>	
<p><b>Structure and Format</b></p> <ul style="list-style-type: none"> <li>• Relevance to the tasks, professional tone and format of response (2 marks).</li> </ul> <p><b>Harvard Referencing (8 marks)</b></p> <ul style="list-style-type: none"> <li>• In-text citation</li> <li>• Bibliography, listed correctly and correlates to references made</li> <li>• Accurate, correctly-formatted footnotes</li> <li>• Integration of: supporting concepts, frameworks, critical thinking.</li> </ul>	<b>10</b>		
<b>Total Mark</b>	<b>100</b>		

## Task 2

*This task constitutes 45% of the overall mark. 10% of the overall marks for any task must be given to 'Structure and Format'.*

**Select an organisation you are familiar with that is anticipating a significant change. Develop a report that addresses the following areas:**

- 1. Appraise and discuss the impact of classical and contemporary management and leadership styles strategies within your chosen organisation.**

CMSL: LO 1 (pcs 1.1, 1.2, 1.3, 1.4)

- 2. Evaluate change theories and both internal and external triggers of change that may impact on your organisation. Develop a change management strategy involving different functional areas that reflects the interests of your chosen organisation's stakeholders. Within your answer, evaluate/assess the tools you would use in implementing and managing change, and how you would measure the success or otherwise of the change plan.**

CMSL: LO 3 (pcs 3.1, 3.2); LO 5 (pcs 5.1, 5.2)

- 3. Conduct a stakeholder analysis to identify the risks of the change plan (including any possible resistance to change) and critically appraise relevant strategies to manage them.**

CMSL: LO 4 (pcs 4.1, 4.2, 4.3)

- 4. Evaluate the contribution of human resource management practice on the success of your organisation's performance management process. Within your response you should appraise:**
  - The evidence for links between HRM policies and organisational performance
  - Utilisation of knowledge management strategies and their impact on performance
  - The impact of outsourcing and integrated supply chains on HRM and performance.

SRMO: LO 5 (pcs 5.1, 5.2, 5.3)

- 5. Analyse the impact of your organisation's management and leadership styles on your planned change management and critically evaluate how these management and leadership styles can be adapted to deal with your planned change. Your answer should show explanation of the role of various business functions or departments upon organisational change.**

CMSL: LO6 (pcs 6.1, 6.2, 6.3)

## Task 2 Word Count

5000 words maximum.

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## Task 2 – Assessment Criteria and Mark Scheme

Assessment Criteria	Marks allocated	Comments	Mark
<p>Appraise and discuss the impact of classical and contemporary management and leadership styles and strategies within your chosen organisation.</p> <p>CMSL: LO 1 (pcs 1.1, 1.2, 1.3, 1.4)</p>	20	<p>Critical evaluation of for example charismatic, bureaucratic, autocratic, democratic, and laissez-faire approaches and their relevance today.</p> <p>Critical evaluation of for example transformational leadership; transactional leadership; participative leadership; trait theory, emotional intelligence, tri-dimensional theory, and their applicability to selected organisations today.</p> <p><b>NB work submitted for each learning outcome of the task should be assessed to ensure it is of sufficient standard.</b></p>	
<p>Evaluate change theories and both internal and external triggers of change that may impact on your organisation. Develop a change management strategy involving different functional areas that reflects the interests of your chosen organisation's stakeholders. Within your answer, explain the tools you would use in implementing and managing change, and how you would measure the success or otherwise of the change plan.</p> <p>CMSL: LO 3 (pcs 3.1, 3.2); LO 5 (pcs 5.1, 5.2)</p>	30	<p>Change theories, for example Lewin, Kotter, Fisher</p> <p>Triggers: Product life-cycles, changing markets, economic downturn, legislation, demographic change, organisational change such as mergers and acquisitions</p> <p>Resistance to change: organisational culture and behaviours, organisational policies, power and influence of individuals and groups.</p> <p>Tools: flowcharting, force field analysis, ADKAR Performance Measures, metrics and data collection, communications</p> <p><b>NB work submitted for each learning outcome of the task should be assessed to ensure it is of sufficient standard.</b></p>	
<p>Conduct a stakeholder analysis to identify the risks of the change plan (including any possible resistance to change) and critically appraise relevant strategies to manage them.</p> <p>CMSL: LO 4 (pcs 4.1, 4.2, 4.3)</p>	15	<p>Resistance to change, change leadership, disruption, forcing change, organisational culture and behaviours, organisational policies, power and influence of individuals and groups.</p> <p>Stakeholders, for example owners, management, employees, investors and creditors, trade unions</p> <p>Defining the change, determining causes of resistance, developing and implementing the strategy, evaluating the strategy</p>	

<p>Evaluate the contribution of human resource management practice on the success of your organisation's performance management process. Within your response you should appraise:</p> <ul style="list-style-type: none"> <li>• The evidence for links between HRM policies and organisational performance</li> <li>• Utilisation of knowledge management strategies and their impact on performance</li> <li>• The impact of outsourcing and integrated supply chains on HRM and performance.</li> </ul> <p>SRMO: LO 5 (pcs 5.1, 5.2, 5.3)</p>	<b>10</b>	<p>The link between HRM and organisational performance, the impact on employee behaviour and engagement, the relationship between HR and the financial and nonfinancial performance of the organisation</p> <p>Explicit and tacit knowledge, a knowledge-sharing culture; interpersonal, group, organisational and institutional outcomes</p> <p>Advantages and disadvantage of outsourcing and integrated supply chains on HRM and performance</p> <p><b>NB work submitted for each learning outcome of the task should be assessed to ensure it is of sufficient standard.</b></p>	
<p>Analyse the impact of your organisation's management and leadership styles on your planned change management and critically evaluate how these management and leadership styles can be adapted to deal with your planned change. Your answer should show explanation of the role of various business functions or departments upon organisational change.</p> <p>CMSL: LO6 (pcs 6.1, 6.2, 6.3)</p>	<b>15</b>	<p>Understanding change, the impact of management and leadership styles on change management. the morality and ethics of leading change, relationship building, knowledge creation and sharing, coherence in leading change</p> <p>Change management resource/team, executives and senior managers, managers and supervisors, operational department teams</p> <p><b>NB work submitted for each learning outcome of the task should be assessed to ensure it is of sufficient standard.</b></p>	
<p><b>Structure and Format</b></p> <ul style="list-style-type: none"> <li>• Relevance to the tasks, professional tone and format of response (2 marks).</li> </ul> <p><b>Harvard Referencing (8 marks)</b></p> <ul style="list-style-type: none"> <li>• In-text citation</li> <li>• Bibliography, listed correctly and correlates to references made</li> <li>• Accurate, correctly-formatted footnotes</li> <li>• Integration of: supporting concepts, frameworks, critical thinking.</li> </ul>	<b>10</b>		
<b>Total Mark</b>	<b>100</b>		

## Assessment Criteria for All Assessments

Marks	Criteria
<b>70-100</b>	<ul style="list-style-type: none"> <li>The answer submitted has an outstanding result with negligible amount of mistakes.</li> <li>The answer shows an appreciative level of knowledge and clear understanding of related models, theories and frameworks. Analytical techniques used show the wide area of knowledge the learner has.</li> <li>The ability to apply and contextualise the models, theories and frameworks is clearly recognisable.</li> <li>The analysis and the use of research data, as well as the ability to use the data to reach acceptable and accurate conclusions, is exceptional.</li> <li>Answers show independent thought and clarity of the learner has led to an overall focused and evaluative answer.</li> <li>The answer has followed proper Harvard referencing.</li> </ul>
<b>60-69</b>	<ul style="list-style-type: none"> <li>The answer shows an above average standard with few errors.</li> <li>The answer shows a decent level of knowledge and fairly clear understanding of related models, theories and frameworks. There is a very good level, and use of, analytical techniques that is obvious throughout the answer.</li> <li>The ability to apply and contextualise the models, theories and frameworks is of a good standard.</li> <li>The analysis and the use of research data, as well as the ability to use the data to reach acceptable and accurate conclusions, is above average level.</li> <li>Answers show independent thought and clarity of the learner answer has led to an overall focused and evaluative answer with little inconsistency.</li> <li>The answer has followed proper Harvard referencing.</li> </ul>
<b>50-59</b>	<ul style="list-style-type: none"> <li>The answer shows an above average standard with errors.</li> <li>The answer shows a general level of knowledge and a fairly clear understanding of related models, theories and frameworks. There is a good level, and use of, analytical techniques that is obvious throughout the answer.</li> <li>The ability to apply and contextualise the models, theories and frameworks is of a reasonable standard. However, the link between theory and practical knowledge appears to be restricted/limited.</li> <li>The answer shows more assumptions than conclusive deductions/evidences and valid arguments. However, the ability to interpret and evaluate is evident.</li> <li>Answers show independent thought and clarity of the learner answer has led to an overall focused and evaluative answer with some inconsistencies.</li> <li>The answer has followed Harvard referencing at an acceptable level.</li> </ul>
<b>40-49</b>	<ul style="list-style-type: none"> <li>There are several shortcomings throughout the answer.</li> <li>The knowledge level reflected in the answer is limited, especially in understanding of related models, theories and frameworks.</li> <li>The case material has been repeated instead of evidencing knowledge.</li> <li>The use of analytical techniques is inadequate.</li> <li>A certain level of relevance is evidence in Harvard referencing.</li> </ul>
<b>30-39</b>	<ul style="list-style-type: none"> <li>Answer submitted is quite weak and lacks proper focus.</li> <li>The answer shows a number of spelling errors and/or poor grammar/syntax.</li> <li>The lack of understanding in subject knowledge, related models, theories and frameworks is evident.</li> <li>Contextualisation, interpretation, and evaluation are of a poor standard.</li> <li>Reflects only basic levels of Harvard referencing.</li> </ul>
<b>0-29</b>	<ul style="list-style-type: none"> <li>Requires more work on answering skills; overall output is well below the required standard. Answer has little relevance to the assignment briefs. Spelling/syntax poor.</li> <li>Little or no evidence of appropriate subject knowledge.</li> <li>Use of models, theories and frameworks is quite poor.</li> <li>Little to no evidence of, and/or unacceptable mistakes in, Harvard referencing.</li> </ul>
<p><b>The overall Pass Mark must be a minimum of 40% when averaging together the marks obtained for each task. Marks given to each task of the assignment must be an absolute minimum of 40% of the marks available for that task.</b></p>	

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