

## Unit 2: Strategic Change Management

Level: 7

Unit type: **Mandatory, except in the 45 GLH Certificate**

Guided learning hours: **45**

Credit value: **20**

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### Unit introduction

Leaders and managers at all levels of an organisation have important roles to play in delivering organisational change. Building on an understanding and appreciation of contemporary and seminal theories, concepts and models, learners will examine the role of leaders and managers as strategic agents for change where context, change types and change choices are key considerations.

Learners will explore different perspectives on strategic change where an appreciation of the relationships between organisational culture, power and internal politics, and organisational learning. Understanding these different perspectives will enable learners to explore, in greater depth, how strategic change management is applied in practice.

Once learners are able to examine the internal and external environments of organisations and how these influence organisational change, they will be in a position to design a change transition strategy where the conditions for change are effectively enabled. People can be both champions of, and resisters to change. As such, how they are managed is key to the success or otherwise of a change initiative. Learners will explore the role of leaders, managers and the human resources team as tools to engage with employees and establish the conditions which will facilitate a successful change and deliver required performance outcomes.

Using this knowledge as a basis learners will consider ways in which a change strategy should be approached before producing a change strategy for an organisation. This organisation could be real or contained within a case study.

## Learning outcomes and assessment criteria

To pass this unit, the learner needs to meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

| Learning outcomes |  | Assessment criteria |  |
|-------------------|--|---------------------|--|
| A                 | Understand the concept of strategic change management in an organisational context | A.1                 | Critically examine current and seminal theories, concepts and models related to strategic change management                |
|                   |  | A.2                 | Critically discuss the role of leaders and managers as agents for change   |
|                   |  | A.3                 | Analyse types and styles of organisational change  |
|                   |  | A.4                 | Critically discuss how change context affects change choices   |
| B                 | Understand different perspectives on change  | B.1                 | Discuss change from an organisational culture perspective  |
|                   |  | B.2                 | Discuss change from a power and politics perspective   |
|                   |  | B.3                 | Discuss change from an organisational learning perspective   |
| C                 | Prepare change management strategy in a given organisational context               | C.1                 | Analyse the internal and external environments which influence organisational change                                       |
|                   |  | C.2                 | Discuss, in consultation with others, how change transition is designed by strategic leaders and managers                  |
|                   |  | C.3                 | Critically evaluate ways in which strategic management enabled the conditions for organisational change in a given context |
|                   |  | C.4                 | Evaluate the importance of employee engagement to organisational change  |
| D                 | Be able to design a change management strategy                                     | D.1                 | Examine an approach to enabling successful change  |
|                   |  | D.2                 | Produce justified change management strategy for an organisation   |