

Subject	Year	Term
Business	Year 13	Spring 1

### Topic

## 3.1.10 Managing Strategic Change

### Content (Intent)

**Prior Learning – This unit builds on the theory from unit 3.1.2 and 3.1.6 when looking at organisational culture and the resistance to change.**

Students of this course study business in a variety of contexts and consider the importance of the context of business in relation to decision making. The topics covered are:

Causes of Change	Types of change to include internal, external, incremental & disruptive
	Lewins Force Field Analysis
The Value of a Flexible Organisation	To include: restructuring, delayering, flexible employment contracts, organic v mechanistic structures, knowledge and information management
Barriers to Change	Kotter & Schlesinger 4 reasons for resistance
How to overcome barriers to change	Kotter & Schlesinger's 6 reasons to overcome resistance
Managing Culture	Models to include Handy's and Hofstede's national cultures
	The influences on organisational culture
	The reasons for and problems of changing culture
Managing Strategic implementation	How to implement strategy effectively
	The value of strong leadership in strategic implementation
	The value of communication in strategic implementation
	The value of organisational structure in strategic implementation
Network Analysis	The value of network analysis in strategic implementation
	Understand network diagrams (critical path analysis)
	Amendment of network diagrams
	Identify the critical path and total float
Problems with Strategy	Difficulties with strategic decision making
	Planned v Emergent Strategy
	Reasons for Strategic Drift
	Possible effect of the divorce between ownership & control
	Evaluate Strategic performance
Contingency Planning	Contingency Planning

**Future Learning – This unit will allow students to answer the longer essay questions found in both BUS1 and BUS3 exam papers.**

How will knowledge and skills be taught? (Implementation)	How will your understanding be assessed & recorded (Impact)
This topic will involve links to the four assessment objectives throughout and will include, but not be limited to: <ul style="list-style-type: none"> <li>- Teacher led lesson content</li> <li>- Group discussion/debates and questioning</li> <li>- Using business terminology</li> <li>- Reference to business examples throughout</li> </ul>	<ul style="list-style-type: none"> <li>- End of topic assessment</li> <li>- Past Paper responses and essays. Marked and feedback given.</li> <li>- 25 Mark Essay Questions</li> <li>- Verbal responses. Individual and class feedback given.</li> </ul>

### How can parents help at home?

- Discussing ideas and content at home & linking it to real businesses that they know
- Watch the news and/or read a good quality newspaper

- Watch business related documentaries

## Helpful further reading/discussion

### Reading

- My revision notes: AQA A Level Business
- Business Review magazines (subscribe online)
- TUTOR2U website
- BBC Business news

### Subject Key Terms

- Strategy
- Organic Structure
- Mechanistic Structure
- Delayering
- Redeployment
- Redundancy
- Strategic Drift
- Retrenchment

### Careers Links

- Management Consultancy
- HR Consultants
- Trade Unions
- Change Management