

<b>Module code:</b> MOD003696	<b>Version:</b> 1 <b>Date Amended:</b> 06/Sep/2013
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<b>1. Module Title</b>
Business Improvement and Change

<b>2a. Module Leader</b>	<b>2b. Department</b>	<b>2c. Faculty</b>
Null	Department of Leadership and Management	Lord Ashcroft International Business School

<b>3a. Level</b>	<b>3b. Module Type</b>
7	Standard (fine graded)

<b>4a. Credits</b>	<b>4b. Study Hours</b>
15	150

<b>5. Restrictions</b>			
<b>Type</b>	<b>Module Code</b>	<b>Module Name</b>	<b>Condition</b>
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Pre-requisites:	None		
Co-requisites:	None		
Exclusions:	None		
<b>Courses to which this module is restricted:</b>			

**LEARNING, TEACHING AND ASSESSMENT INFORMATION**

<b>6a. Module Description</b>
<p>This Module will focus on business processes and systems (hard and soft), which are critical to business success, and the benchmarking and refining of those processes systems. As such, students will be introduced to a variety of benchmarking tools and techniques measuring Key Performance Indicators, Critical Success Factors for specific firms in a variety of industries and business environments. The conceptual tools and models will introduce students to operational, financial, organisational and cultural conceptual frameworks that are used in practising business and consultancies, to diagnose, analyse and evaluate among alternative potential change scenarios giving a qualified estimate of potential success of managed programmes of change rather than “guesstimating” the potential outcomes. As well as examining planned change efforts of firms, to improve their position, we will look at unplanned, emergent strategies of change. There will be an emphasis on the organisational impacts of change, the management of change within organisations, stressing the need for ongoing vigilance and continual reinvigoration, after change has been implemented, to ensure that complacency and satisfying do not allow firms to regress to their former stasis. The module will also examine the potential impact of macro - multicultural elements on organisations, as well as the micro organisational contexts of change. There will be a number of formative assessment methods upon which we may draw including: Q&amp;A sessions in class; tutorials where students present research material for their presentation and final report; mock presentation before the final. The summative assessments will be a presentation and an individual report, contributing a maximum of 50% in each to the final grade. The subject matter will be based on a case study distributed by the lecturer at the beginning of the module’s delivery with emphasis on the need for improvement and/or change within a given organisation. Multiculturalism has been considered during the design of this module and will be considered when the assessment brief is written.</p>

<b>6b. Outline Content</b>
- Benchmarking processes, and systems of use to firms – BSC/KPIs/CSFs/SERVQUAL etc. - Business process and systems improvement based on benchmarks - Planned and unplanned change management programmes - Conceptual frameworks used in change management - Leading and managing change

<b>6c. Key Texts/Literature</b>
<p>KEY TEXT Cameron E. and Green M. (2012) Making Sense of Change Management: A Complete Guide to the Models Tools and Techniques of Organizational Change 3rd Edition Kogan Page          SUPPLEMENTARY TEXTS Biazzo S and Garengo P (2012) Performance Measurement with the Balanced Scorecard: A Practical Approach to Implementation within SMEs Springer          Jeston J. and Nelis J. (2008) Business Process Management Butterworth Heinemann (Elsevier)          Kaplan R. and Norton D. (1996) The Balanced Scorecard: Translating Strategy into Action Harvard Business School Press          Kotter J. P. (2012) Leading Change, With a New Preface by the Author HBR Press          Marr B. (2012) Key Performance Indicators (KPI): The 75 Measures Every Manager Needs to Know (Financial Times Series) Senior B. and Swales S. (2010) Organizational Change FT Prentice Hall          Ten have S. et. Al. (2003) Key Management Models FT Prentice Hall</p>
<i>Last Updated:</i>

**6d. Specialist Learning Resources****7. Learning Outcomes (threshold standards)**

No.	Type	On successful completion of this module the student will be expected to be able to:
1	Knowledge and Understanding	Critically assess and evaluate the business processes and systems within and between organisations
2	Knowledge and Understanding	Critically assess and evaluate an organisations capabilities and competences
3	Intellectual, practical, affective and transferrable skills	Critically apply a variety of benchmarking concepts for business process and systems improvement
4	Intellectual, practical, affective and transferrable skills	Diagnose, analyse and evaluate alternative change management programmes for an organisation

**8a. Module Occurrence to which this MDF Refers**

Year	Occurrence	Period	Location	Mode of Delivery
2016/7	ZZF	Template For Face To Face Learning Delivery	ARU London Campus	Face to Face

**8b. Learning Activities for the above Module Occurrence**

Learning Activities	Hours	Learning Outcomes	Details of Duration, frequency and other comments
Lectures	0	N/A	N/A
Other teacher managed learning	24	1-4	Seminar
Student managed learning	126	1-4	N/A
TOTAL:	150		

**9. Assessment for the above Module Occurrence**

Assessment No.	Assessment Method	Learning Outcomes	Weighting (%)	Fine Grade or Pass/Fail	Qualifying Mark (%)
010	Practical	1-4	50 (%)	Fine Grade	30 (%)
Details:	PRESENTATION: 20 MINUTES				

**In order to pass this module, students are required to achieve an overall mark of 40% In addition, students are required to (a) for each element of fine graded assessment listed above, achieve a minimum mark of 30% (or higher - see Module Guide) and (b) pass any pass/fail elements**

011	Coursework	1-4	50 (%)	Fine Grade	30 (%)
Details:	INDIVIDUAL REPORT: 2000 WORDS				

**In order to pass this module, students are required to achieve an overall mark of 40% In addition, students are required to (a) for each element of fine graded assessment listed above, achieve a minimum mark of 30% (or higher - see Module Guide) and (b) pass any pass/fail elements**

**In order to pass this module, students are required to achieve an overall mark of 40%.**

**In addition, students are required to:**

**(a) achieve the qualifying mark for each element of fine graded assessment of as specified above**

**(b) pass any pass/fail elements**