**ASSIGNMENT GUIDELINES**

**Strategic and Change Management**

**MBA (9)**

1. The assignment should not exceed 6000 words.
2. The assignment covers various areas of the syllabus, emphasising the need for students to integrate the knowledge across the various chapters in the module guide and the prescribed textbook.
3. Students must focus on responding to the requirements of each question; this requires an analysis of each question in order to ascertain these requirements.
4. Students must also ensure that the relative lengths of the answers is in keeping with the allocated marks.
5. Students must present relevant information in their responses, correctly referenced, in a logical and coherent manner so that the question is answered.
6. There are three case studies (questions 1, 2 and 3) and students are reminded that the answers to case study questions are not necessarily found in the case study. The case study presents a scenario and the questions require that this scenario (or context) be considered.
7. Question 1:
   1. Question 1.1 requires a SWOT analysis of The Fage Company. Students are required to present the strengths, weaknesses, opportunities and threats relating to the company. A tabulated answer will suffice; however, students must provide some detail of the various elements under each heading.

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| Strengths: | Weaknesses: |
| Opportunities: | Threats: |

* 1. In question 1.2, the strategic options available to Fage must be identified.
  2. In question 1.3, a course of action for Fage must be recommended, with full justification. Ensure that this recommendation is in line with the SWOT analysis and the options identified.

1. Question 2:

8.1 In question 2.1, the strategy (ies) pursued by Tough Mudder must be described and there must be a discussion of the reasons why the strategy (ies) has/have been successful.

8.2 Question 2.2 requires an identification of the challenges and opportunities facing Tough Mudder and a discussion of how the company must deal with these challenges and opportunities.

8.3 Question 2.3 requires a discussion of the characteristics of styrategic leadership. This is a ‘theory’ question which must be related to Will Dean and his leadership behaviour.

1. Question 3:

9.1 Question 3.1 requires an evaluation of the change process at Nokia in terms of the four ‘criteria’, i.e.

- a clear perception of need

- a way forward

- the capability to change

- commitment

The criteria can be interpreted as broadly as possible.

9.2 Question 3.2 requires an opinion or viewpoint about the memorandum, and an outline of the alternative actions that could have been taken.

9.3 Question 3.3 is a broad ’theory’ question relating to organisational culture and its functions, relating particularly to organisational change. The discussion should also focus on ‘values, mindsets and behaviours’.