



Business Department Saint Ambrose College

A Level Business (AQA) Knowledge Organiser

Unit 10 Strategic Change

Sub-topics

1. Managing change
2. Managing culture
3. Managing strategic implementation
4. Why strategies fail

Key concepts:

- Lewin's Force Field analysis
- Kotter & Schlesinger; resistance to change
- Kotter & Schlesinger; overcoming resistance to change
- Charles Handy
- Hofstede's National Cultures
- Organisational structures
- Network Analysis
- Strategic drift
- Contingency planning

Key facts / information.

There are driving forces for and against change (Lewin). Whichever are stronger make the chances of change more / less successful.

Communication and the participation of staff in change boosts the chances of success

Extension activities.

Research two companies that have attempted significant change in their organisations. One example should demonstrate successful change and the other unsuccessful change. Analyse why two separate outcomes were generated.

Further reading and sources of information.

Tutor2U have produced a series of tutorial videos and reference materials for this unit, go to: <https://www.tutor2u.net/business/collections/aqa-a-level-business-study-notes-3-10-managing-strategic-change>