

# Business Culture and Strategy: Advanced

HIGHER NATIONAL DIPLOMA

商务文化与策略 (高级)

【英】苏格兰学历管理委员会 (SQA)

Unit Student Guide

BUSINESS

DE3X 35



 中国时代经济出版社

  
SCOTTISH  
QUALIFICATIONS  
AUTHORITY

# Business Culture and Strategy: Advanced

HIGHER NATIONAL DIPLOMA

## 商务文化与策略 (高级)

【英】苏格兰学历管理委员会 (SQA)

### Unit Student Guide

BUSINESS

DE3X 35



 中国时代经济出版社

SCOTTISH  
QUALIFICATIONS  
AUTHORITY



著作权合同登记 图字：01-2005-4079号

图书在版编目 (CIP) 数据

商务文化与策略. 高级/苏格兰学历管理委员会著. -北京: 中国时代经济出版社, 2005.8

ISBN 7-80169-932-7

I.商… II.苏… III.商务工作-人间交往-教材-英文 IV.F715

中国版本图书馆CIP数据核字 (2005) 第048194号

“First published by CMEPH”

“All Rights Reserved”

“ Authorized Apograph/ Translation/Adaptation of the editions by the Scottish Qualifications Authority. All Intellectual Property Rights vest in the Scottish Qualifications Authority and no part of these “Works” may be reproduced in any form without the express written permission of Scottish Qualifications Authority”

Business Culture and Strategy: Advanced

商务文化与策略(高级)

苏格兰学历管理委员会著

出版者	中国时代经济出版社
地址	北京市东城区东四十条24号 青蓝大厦东办公区11层
邮政编码	100007
电话	(010) 68320825 (发行部) (010) 88361317 (邮购)
传真	(010) 68320634
发行	各地新华书店
印刷	北京鑫海达印刷有限公司
开本	787×1092 1/16
版次	2005年8月第1版
印次	2005年8月第1次印刷
印张	14
定价	35.00元
书号	ISBN 7-80169-932-7/G·271

版权所有 侵权必究

# Contents

<b>1</b>	<b>Introduction to the Scottish Qualifications Authority</b>	<b>1</b>
<b>2</b>	<b>Introduction to the Unit</b>	<b>3</b>
2.1	What is the Purpose of this Unit?	3
2.2	What are the Outcomes of this Unit?	3
2.3	What do I Need to be Able to do in Order to Achieve this Unit?	4
2.4	Approximate Study Time for This Unit	5
2.5	Equipment/Material Required for this Unit	5
2.6	Symbols Used in this Unit	6
<b>3</b>	<b>Assessment Information for this Unit</b>	<b>9</b>
3.1	What Do I Have to Do to Achieve This Unit?	9
<b>4</b>	<b>Suggested Lesson Plan</b>	<b>11</b>
<b>5</b>	<b>Learning Material</b>	<b>13</b>
5.3	Influence of Business Strategy on Organisation Behaviour	15

5.4	Managing a Business Strategy	61
5.5	Managing Change Within an Organisation	84
<b>6</b>	<b>Additional Reading Material</b>	<b>129</b>
<b>7</b>	<b>Solutions to Self-Assessed Questions and Activities</b>	<b>167</b>
<b>8</b>	<b>Copyright References</b>	<b>191</b>
<b>9</b>	<b>Acknowledgements</b>	<b>193</b>
	<b>Appendix 1 — Unit Specification</b>	<b>195</b>

# 1

## **Introduction to the Scottish Qualifications Authority**

This Unit, **DE3X 35 Business Culture and Strategy**, has been devised and developed by the Scottish Qualifications Authority (SQA). Here is an explanation of the SQA and its work:

The SQA is the national body in Scotland responsible for the development, accreditation, assessment, and certification of qualifications other than degrees.

Its website can be viewed on: [www.sqa.org.uk](http://www.sqa.org.uk)

SQA's functions are to:

- devise, develop and validate qualifications, and keep them under review
- accredit qualifications
- approve education and training establishments as being suitable for entering people for these qualifications
- arrange for, assist in, and carry out, the assessment of people taking SQA qualifications

- quality assure education and training establishments that offer SQA qualifications
- issue certificates to candidates.

In order to pass SQA Units, students must complete prescribed assessments. These assessments must meet certain standards.

The Unit Specification outlines the **five** Outcomes that students must complete in order to achieve this Unit. The Specification also details the knowledge and/or skills required to achieve the Outcome or Outcomes. The Evidence Requirements prescribe the type, standard and amount of evidence required for each Outcome or Outcomes.

# 2

## Introduction to the Unit

### 2.1

What is the Purpose of this Unit?

This Unit is designed to enhance your understanding of the management of organisation culture and business strategy. It highlights the dynamic nature of the business environment and the role that organisation culture and business strategy can play in improving the long-term performance of an organisation.

### 2.2

What are the Outcomes of this Unit?

The Unit comprises five Outcomes:

1. Explain the process by which management can analyse the current relationship between the organisation and its external environment
2. Describe organisation culture and explain how organisation culture influences organisation behaviour
3. Describe the influence of business strategy on organisation behaviour
4. Explain how to manage a business strategy
5. Explain how to manage change within an organisation.

Further details can be found in Appendix 1 — Unit Specifications.

### 2.3

What do I  
Need to be  
Able to do in  
Order to  
Achieve this  
Unit?

A holistic approach may be taken to all five Outcomes. A single instrument of assessment based on a particular organisation can be used. This could be a real or imaginary organisation. In certain cases, you can be asked to gather information about an organisation for yourself.

Instruments of assessment can take the form of structured questions linked to the situation of a particular organisation. You can be asked to submit a report based on these questions. Where case study information on an organisation is provided, it will be made available in plenty of time to complete the report to a suitable standard.

A suitable report will be 2,000 to 2,500 words. You are allowed to complete the report in your own time, and you may make use of any source of information you wish (sources should be acknowledged).

It is possible, if desired, to use more than one instrument of assessment. Where this is the case, different organisations may be used as the basis for different assessment events. If more than one instrument of assessment is used, assessment 1 will cover evidence requirements for Outcome 1 and 2 (Introduction) and

assessment 2 will cover requirements for Outcomes 3, 4 and 5 (Advanced).

**2.4**  
**Approximate**  
**Study Time**  
**for This Unit**

Completion of this Unit is intended to be flexible.

The notional study time for this Unit is 80 hours but actual time allocated is at the discretion of the centre.

**2.5**  
**Equipment/**  
**Material**  
**Required for**  
**this Unit**

There are no additional resources required for delivery or achievement of the Unit. However, candidates may wish to enhance their understanding of specific topics by referring to some of the additional texts identified in section 6. Some reference to contemporary Internet sites may be desirable to aid contextualisation into real-life situations. A list of such sites is provided in section 6. It should be noted, however, that some Internet sites become dormant over time.

You will need to complete the following Unit Student Guides to meet all the requirements of this unit:

- Unit Student Guide — Business Culture and Strategy: An Introduction
- Unit Student Guide — Business Culture and Strategy: Advanced.

## 2.6 Symbols Used in this Unit

The various Learning Materials sections are designed so that you can work at your own pace, with tutor support. As you work through the Learning Materials (see Section 5), you will encounter symbols. These symbols indicate that you are expected to complete a task. **These tasks are not Outcome Assessments.** They are exercises designed to consolidate learning or encourage thought, in preparation for the Outcome Assessment (see Section 3 — Assessment Information for this Unit).

### Activity



This symbol indicates an Activity. Usually, Activities are used to improve or consolidate your understanding of the subject in general or a particular feature of it.

In this Unit, you are asked to undertake a number of Activities. Each Activity is designed to help you gauge your knowledge and understanding of a recent topic.

### Self-Assessed Question



This symbol indicates a Self-Assessed Question. Using a Self-Assessed Question helps you check your understanding of the content that you have already covered. The Self-Assessed Questions in this guide will

often take the form of extended learning activities covering a number of topics.

Everything is provided for you to check your own responses. Answers to the Self-Assessed Questions and Activities are found at the back of the Unit Student Guide. **You are strongly discouraged from looking at these responses before you attempt the Self-Assessed Question or Activity.** The Self-Assessed Questions and Activities throughout the Unit Student Guide will help you to prepare yourself for the formal assessments, and to identify topic areas in which you will require clarification and additional tutor support. The Self-Assessed Questions and Activities will not serve this purpose if you look at the answers before trying them!

Self-Assessed Questions and Activities are designed to be checked by you. No tutor input is necessary at this stage unless special help is requested, although from time to time your tutor may wish to view your responses to Self-Assessed Questions to see how you are progressing.



# 3

## Assessment Information for this Unit

3.1

What Do I  
Have to Do to  
Achieve This  
Unit?

See section 2.3, above.



# 4

## Suggested Lesson Plan

The Learning Materials (see Section 5) are designed to lead you through a series of activities that will allow you to consolidate your learning and check on your own progress.

The learning material for Unit **Business Culture and Strategy** is split between the following guides:

- Unit Student Guide — Business Culture and Strategy: An Introduction
- Unit Student Guide — Business Culture and Strategy: Advanced.

The lesson plan on the next page is for the whole Unit.

<b>Week</b>	<b>Date</b>	<b>Outcome</b>	<b>Topic</b>
1			<b>An Introduction</b>
		1	SPELT analysis
2		1	Industry analysis by Porter
3		1	Stakeholders by Winstanley
4		1	SWOT analysis
5		2	What is culture? Handy, Deal and Kennedy and Hofstede
6		2	Elements of culture
7		2	Examples of culture
8		2	Influences of culture
9		2	Approaches to cultural development
10			<b>Advanced</b>
		3	business strategy by Ansoff
11		3	Strategic choice by Ansoff and Porter
12		3	Examples of strategies
13		3	How strategy influences behaviour
14		4	Altering an existing strategy
15		4	Benefits of an effective business strategy
16		4	Key issues of altering a strategy
17		4	Procedures for updating a strategy
18		5	The role of management during change
19		5	Key issues to be addressed during change
20		5	Conceptual frameworks to analyse change
21		5	Mechanism for overcoming resistance to change

NB This is for guidance only