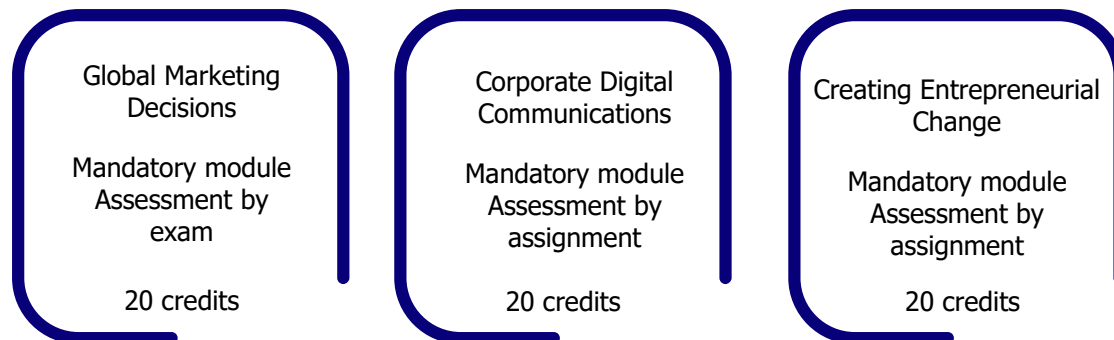


## Module Specification:

### Creating Entrepreneurial Change

Creating Entrepreneurial Change is a 20-credit mandatory module which sits within the suite of Level 7 modules.



To gain the CIM Level 7 Postgraduate Diploma in Professional Marketing a pass in all **THREE** mandatory modules is required. However, each module can be taken as a standalone module to gain a module award.

### Aim of the module

The new constant is a disruptive state of flux, where winning managers will be those who embrace entrepreneurship and create transformational change and value for their organisation. You will investigate the dynamics of innovation and change, and this unit will enable you to identify the key learning processes in driving disruptive strategies.

### Module structure

The module comprises three units of two learning outcomes each. Each learning outcome will be covered by the related assessment criteria and will be assessed by way of assignment. The assessment will require submission of an assignment based on a given scenario relating to an organisation of choice.

The learning outcomes and assessment criteria, along with the indicative content, are detailed in the Creating Entrepreneurial Change module content which follows.

## CIM Level 7 Postgraduate Diploma in Professional Marketing. Qualification Specification

Please refer to the CIM Level 7 Postgraduate Diploma in Professional Marketing Qualification Specification for all other information relating to the CIM Level 7 Postgraduate Diploma in Professional Marketing including:

- CIM Professional Marketing Competencies
- The Level 7 qualification structure
- Who it's for?
- Entry requirements
- The Modular Pathway
- Credits and Total Qualification Time (TQT)
- Modes of study
- How it's assessed – assessment methodology
- How the assessments are delivered and when
- How it's graded
- When are results issued?
- Module specifications
- What we mean by command words

## Module content: Creating Entrepreneurial Change (mandatory)

Level 7	Credit value: 20	Total Qualification Time: 200 hours
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### Purpose statement

The new constant is a disruptive state of flux, winning managers will be those who embrace entrepreneurship and create transformational change and value for their organisation. You will investigate the dynamics of innovation and change, and this unit will enable you to identify the key learning processes in driving disruptive strategies.

### Assessment

An assignment based on a given scenario relating to an organisation of choice

### Overarching learning outcomes

By the end of this module learners should be able to:

#### Disruptive Strategies

- Establish the key drivers for change within the global marketplace
- Apply learnings from existing disruptive strategies

#### Entrepreneurial Innovation

- Critically assess organisational capability for change
- Recommend entrepreneurial strategic change

#### Transformational Change

- Evaluate approaches to developing an innovation culture
- Critically assess how innovation can contribute to value creation

## Unit 1: Disruptive Strategies

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
1. Establish the key drivers for change within the global marketplace	1.1 Critically assess emerging macro and micro-environmental trends which impacts on market sectors	<ul style="list-style-type: none"> <li>• Macro-factors (PESTEL) including:               <ul style="list-style-type: none"> <li>○ Political structures, changing political trends and stability, Brexit, or other international challenges</li> <li>○ Economic environment, changing investment/spending patterns, global trends and trade agreements</li> <li>○ Social trends, demographics, cultural movements and societal attitudes, social responsibility and wellbeing</li> <li>○ Technological advances, digitisation, big data, technological innovations such as augmented reality and artificial intelligence; mobile revolution; genetic technology</li> <li>○ Environmental changes and challenges, ethical supply chains, scarcity of resources, wastage and sustainability</li> <li>○ Legal factors including consumer and product safety, equal opportunities and diversity, health and safety and new legislation.</li> </ul> </li> <li>• Micro-factors including:</li> </ul>

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
		<ul style="list-style-type: none"> <li>○ changing customer/consumer demands, competitors</li> <li>○ the supply chain</li> <li>○ public perceptions</li> <li>○ internal resources</li> <li>○ connections and alliances</li> <li>○ business sustainability</li> <li>○ innovation</li> </ul>
	1.2 Critically evaluate the key drivers for change for the organisation	<ul style="list-style-type: none"> <li>• Organisational capabilities, resources and competencies</li> <li>• Strategic analytical tools for example:               <ul style="list-style-type: none"> <li>○ Porter's Five Forces,</li> <li>○ Ansoff Matrix,</li> <li>○ Boston Consulting Group Matrix,</li> <li>○ SWOT/TOWS</li> <li>○ Risk and Impact Analysis</li> </ul> </li> </ul>
2. Apply learnings from existing disruptive strategies	2.1 Explain the concept of disruptive innovation	<ul style="list-style-type: none"> <li>• Types of innovation:               <ul style="list-style-type: none"> <li>○ process</li> <li>○ product</li> <li>○ incremental</li> <li>○ radical</li> <li>○ architectural</li> </ul> </li> <li>• Disruptive Innovation Model</li> <li>• Innovation process model/matrix</li> </ul>
	2.2 Evaluate the potential impacts of disruptive innovation on markets	<ul style="list-style-type: none"> <li>• Incumbent strategies and sustaining innovation</li> </ul>

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
		<ul style="list-style-type: none"> <li>• Disruptive strategies and business model innovations</li> <li>• Environment scanning</li> <li>• Evaluating disruptive market entrants</li> <li>• Diffusion and product life cycle</li> <li>• Risk and Impact analysis</li> <li>• Market positioning</li> <li>• Competitor analysis</li> <li>• Buyer behaviour changes</li> </ul>
	2.3 Assess the potential role technological innovations have on influencing organisational success	<ul style="list-style-type: none"> <li>• Big data systems and analysis</li> <li>• Digitisation, automation</li> <li>• Information and knowledge management</li> <li>• Artificial intelligence</li> <li>• Virtual and augmented reality</li> <li>• Software as a service</li> <li>• Dynamic pricing</li> <li>• Customer communication channels</li> </ul>
	2.4 Identify potential organisational responses to competitor innovation	<ul style="list-style-type: none"> <li>• Developing firm-specific competencies</li> <li>• Differentiation</li> <li>• Pricing strategies</li> <li>• Marketing innovations such as micro segmentation and profiling</li> <li>• Organisational culture</li> </ul>

## Unit 2: Entrepreneurial Innovation

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
3. Critically assess organisational capability for change	3.1 Evaluate how organisational structures, processes and operations underpin innovation	<ul style="list-style-type: none"> <li>• Creative destruction and innovation</li> <li>• Innovation audits</li> <li>• Organisational culture</li> <li>• Organisational agility</li> <li>• Resource based view – VRIN</li> </ul>
	3.2 Appraise the skills that the organisation needs to develop, to ensure long-term stakeholder value	<ul style="list-style-type: none"> <li>• Skills needs analysis</li> <li>• Innovation leadership</li> <li>• Collaboration and alliances</li> <li>• Organisational learning</li> <li>• Creative climates and effective team working</li> <li>• Development of innovation culture</li> </ul>
4. Recommend entrepreneurial strategic change	4.1 Evaluate a range of entrepreneurial approaches to value creation for the organisation.	<ul style="list-style-type: none"> <li>• Effectuation</li> <li>• Opportunity recognition</li> <li>• Innovation process</li> <li>• Just in Time</li> <li>• Lean thinking</li> <li>• Kaizen</li> </ul>
	4.2 Identify opportunities for innovation within the organisation	<ul style="list-style-type: none"> <li>• Creativity techniques for idea generation</li> <li>• Mind mapping</li> <li>• Divergent thinking</li> <li>• Horizon scanning – innovations through gap in the market, unmet needs, changing markets</li> </ul>

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
	4.3 Recommend, with justification, potential innovative changes for an organisation	<ul style="list-style-type: none"> <li>• Market and competitor analysis and insights</li> <li>• Data analysis</li> <li>• Customer/consumer analysis</li> <li>• Psychographics</li> <li>• Behavioural psychology</li> <li>• Cost/benefit analysis</li> </ul>



## Unit 3: Transformational Change

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
5. Evaluate approaches to developing an innovation culture	5.1 Establish the barriers, benefits and challenges to the organisation when implementing an innovation culture	<ul style="list-style-type: none"> <li>• Innovation capability</li> <li>• Dynamic capabilities</li> <li>• Cultural mismatch</li> <li>• Organisational barriers to innovation</li> <li>• Organisational structures for innovation</li> <li>• Greiner's Growth Model</li> </ul>
	5.2 Recommend a change management strategy appropriate to organisational size and sector.	<ul style="list-style-type: none"> <li>• Lewin's Change Model</li> <li>• Force Field Analysis</li> <li>• Socialisation, Externalisation, Combination, Internalisation (SECI) Model</li> <li>• Kotter's 8 Step Change Model</li> <li>• Status, Certainty, Autonomy, Relatedness, Fairness (SCARF) model</li> <li>• Implementation planning</li> </ul>
6. Critically assess how innovation can contribute to value creation	6.1 Recognise ways in which innovation can create value for the organisation.	<ul style="list-style-type: none"> <li>• Business Model Canvas</li> <li>• Value Proposition Canvas</li> <li>• Ansoff matrix</li> <li>• Revenue generation</li> <li>• Evaluation of social and economic value</li> </ul>
	6.2 Measure the potential impact of innovation implementation on the organisation.	<ul style="list-style-type: none"> <li>• Benchmarking</li> <li>• Stakeholder analysis</li> <li>• Score cards</li> <li>• Data analytics</li> <li>• Predictive analytics</li> </ul>

<b>Learning outcomes</b> The learner will:	<b>Assessment criteria</b> The learner can:	<b>Indicative content</b>
		<ul style="list-style-type: none"> <li>• Risk/reward analysis</li> <li>• BCG Matrix</li> <li>• Time, Quality, Cost</li> <li>• Risk assessment</li> </ul>
	6.3 Evaluate how organisations could create the culture for continuous and sustainable innovation	<ul style="list-style-type: none"> <li>• High involvement innovation (HII)</li> <li>• Stakeholder analysis</li> <li>• Continuous improvement</li> <li>• Strategic alignment</li> <li>• Knowledge management processes</li> </ul>