IB239-12 Changing Organisations

20/21

Department
Warwick Business School
Level
Undergraduate Level 2
Module leader
Gerald McGivern
Credit value
12
Module duration
10 weeks
Assessment
20% coursework, 80% exam
Study location
University of Warwick main campus, Coventry

Description

Introductory description

N/A.

Module web page

Module aims

To introduce students to the main theories of the changing context of organisations in the contemporary world, e.g. theories of post-bureaucracy, post-Fordism, post-industrialism, post-modernism and the knowledge society.
To subject these theories of transition and change to critical scrutiny
To examine how organisations are changing in practice and what tools and techniques are used by managers to shape the change process.
To examine how far organisations are able to create processes of continuous adaptive change, e.g. by become a ‘learning organisation or developing knowledge management systems.

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

Changing Organisations will introduce students to concepts and perspectives which will allow them to analyse processes of societal change and their impact on organisations and the management of change within organisations. Below is an illustration of topics that will be addressed:

- The Second Industrial Divide: an introduction to theories of societal change and their implications for organisations.
- Theories of Post-Fordism and post-bureaucracy.
- The knowledge economy and the information society.
- Markets, hierarchies and networks: developing the new economy model.
- Organisational change: concepts and critique.
- Models and maps: power and change.
- Resistance to change.
- Communities of practice and the learning organisation.
- Knowledge management and change.

Learning outcomes

By the end of the module, students should be able to:

- Display an understanding of the major theoretical perspectives on the changing contexts of organizations.
- Be able to critically analyse the core concepts of these theories and apply them to an understanding of the problems facing organisations.
- Be able to critically analyse how managers seek to change organisations and what tools and techniques are available to them.
- Display an understanding of the role of knowledge and learning in organisational change.
- Locate organisational change processes in broader social changes.
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- Understand the tools and techniques used by management in change processes and evaluate the effects of these on the organisation as a whole.
- Locate the significance of learning and knowledge management to changing organisations.

Indicative reading list

Core Text:
Myers, P., Hulks, S., & Wiggins, L. (2012) 'Organizational Change: Perspectives on Theory and Practice'. Oxford University Press.

Students will also be directed towards a range of journal articles from sources including: Personnel Review, Journal of Management Studies, Academy of Management Review, Management Learning, International Journal of Human Resource Management, Sociology, British Journal of Management, and Organization Studies.

Subject specific skills

Demonstrate skills in academic communication in both written (eg. Essays) and oral forms.
Demonstrate skills in business communication in both written and oral forms.

Work on and manage projects.
Demonstrate interpersonal skills that will be useful in workplaces, such as influencing, resolving conflict and team work.

Transferable skills

Analyse how and why organisations are changing.
Present critical analyses of specific organisational change processes.

Study

Study time

Type	Required
Lectures	9 sessions of 2 hours (15%)
Seminars	9 sessions of 1 hour (8%)
Private study	37 hours (31%)
Assessment	56 hours (47%)
Total	120 hours

Private study description

Private Study.

Costs

No further costs have been identified for this module.

Assessment

You do not need to pass all assessment components to pass the module.

Assessment group D5

	Weighting	Study time
Group Presentation (12 CATS) With Q&A session.	20%	11 hours
Online Examination	80%	45 hours

- Online examination: No Answerbook required

Feedback on assessment

Feedback via My.WBS

Past exam papers for IB239

Availability

Courses

This module is Optional for:

- Year 3 of UESA-HN11 BSc Engineering and Business Studies
- UIBA-N203 BSc in International Management
  - Year 2 of N203 International Management
  - Year 2 of N203 International Management
- Year 2 of UIBA-N201 BSc in Management
- Year 2 of UIBA-N202 BSc in Management (with Intercalated Year/UPP)
- UIBA-MN34 Law and Business Four Year (Qualifying Degree)
  - Year 3 of MN34 Law and Business Studies Four Year (Qualifying Degree)
  - Year 4 of MN34 Law and Business Studies Four Year (Qualifying Degree)
- Year 2 of UIBA-N4N4 Undergraduate Accounting and Finance (with Foundation Year)
- UIBA-N211 Undergraduate Information Systems Management and Innovation
  - Year 2 of N211 Information Systems Management and Innovation
  - Year 3 of N211 Information Systems Management and Innovation
- UIBA-N214 Undergraduate Information Systems Management and Innovation (with Intercalated Year)
  - Year 2 of N214 Information Systems Management and Innovation (with Intercalated Year)
  - Year 3 of N214 Information Systems Management and Innovation (with Intercalated Year)
  - Year 4 of N214 Information Systems Management and Innovation (with Intercalated Year)
- UIBA-N140 Undergraduate International Business
  - Year 2 of N140 International Business
  - Year 4 of N140 International Business
- UIBA-N1R1 Undergraduate International Business with French
  - Year 2 of N1R1 International Business with French
  - Year 4 of N1R1 International Business with French
- UIBA-N1R2 Undergraduate International Business with German
  - Year 2 of N1R2 International Business with German
  - Year 4 of N1R2 International Business with German
- UIBA-N1R3 Undergraduate International Business with Italian
  - Year 2 of N1R3 International Business with Italian
  - Year 4 of N1R3 International Business with Italian

- UIBA-N1R4 Undergraduate International Business with Spanish
    - Year 2 of N1R4 International Business with Spanish
    - Year 4 of N1R4 International Business with Spanish
- Year 3 of UIBA-MN31 Undergraduate Law and Business Studies
- UIBA-MN32 Undergraduate Law and Business Studies
    - Year 3 of MN32 Law and Business Studies (Four-Year)
    - Year 4 of MN32 Law and Business Studies (Four-Year)
- UIBA-MN37 Undergraduate Law and Business Studies (Qualifying Degree) with Intercalated Year
    - Year 2 of MN37 Law and Business Studies (Qualifying Degree) with Intercalated Year
    - Year 4 of MN37 Law and Business Studies (Qualifying Degree) with Intercalated Year
    - Year 5 of MN37 Law and Business Studies (Qualifying Degree) with Intercalated Year
- UIBA-MN35 Undergraduate Law and Business Studies with Intercalated Year (3+1)
    - Year 3 of MN35 Law and Business Studies with Intercalated Year (3+1)
    - Year 4 of MN35 Law and Business Studies with Intercalated Year (3+1)
- UIBA-MN36 Undergraduate Law and Business Studies with Intercalated Year (4+1)
    - Year 2 of MN36 Law and Business Studies with Intercalated Year (4+1)
    - Year 4 of MN36 Law and Business Studies with Intercalated Year (4+1)
    - Year 5 of MN36 Law and Business Studies with Intercalated Year (4+1)
- Year 3 of UIBA-N20A Undergraduate Management (with Foundation Year)
- Year 3 of UMAA-G1NC Undergraduate Mathematics and Business Studies
- Year 4 of UMAA-G1N2 Undergraduate Mathematics and Business Studies (with Intercalated Year)
- Year 3 of UPXA-F3N1 Undergraduate Physics and Business Studies

This module is Option list A for:

- UIBA-N203 BSc in International Management
    - Year 4 of N203 International Management
    - Year 4 of N203 International Management
- Year 3 of UIBA-N201 BSc in Management
- Year 4 of UIBA-N202 BSc in Management (with Intercalated Year/UPP)
- Year 4 of UPXA-F3ND Undergraduate Physics and Business Studies (with Intercalated Year)

This module is Option list B for:

- UIBA-N201 BSc in Management
    - Year 2 of N230 Management with Finance
    - Year 2 of N250 Management with Marketing
    - Year 3 of N230 Management with Finance
    - Year 3 of N250 Management with Marketing
- UIBA-N202 BSc in Management (with Intercalated Year/UPP)
    - Year 2 of N231 Management with Finance (with Intercalated Year)
    - Year 2 of N251 Management with Marketing (with Intercalated Year)
    - Year 4 of N231 Management with Finance (with Intercalated Year)
    - Year 4 of N251 Management with Marketing (with Intercalated Year)

- UIBA-NN35 Undergraduate Accounting and Finance
    - Year 2 of NN35 Accounting and Finance
    - Year 3 of NN35 Accounting and Finance
- Year 3 of UIBA-N4N4 Undergraduate Accounting and Finance (with Foundation Year)
- UIBA-NN36 Undergraduate Accounting and Finance (with Intercalated Year/Undergraduate Partnership Programme)
    - Year 2 of NN36 Accounting and Finance (Intercalated)
    - Year 2 of NN37 Accounting and Finance (Undergraduate Partnership Programme)
    - Year 3 of NN36 Accounting and Finance (Intercalated)
    - Year 4 of NN36 Accounting and Finance (Intercalated)
    - Year 4 of NN37 Accounting and Finance (Undergraduate Partnership Programme)