

IB239-15 Changing Organisations

20/21

Department

Warwick Business School

Level

Undergraduate Level 2

Module leader

Gerald McGivern

Credit value

15

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, postmodernism 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.
- Identify the problems with models of transition.
- 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 (12%)
Seminars	9 sessions of 1 hour (6%)
Private study	49 hours (33%)
Assessment	74 hours (49%)
Total	150 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

Assessment component	Weighting	Study time	Eligible for self-certification
Group Presentation (15 CATS)	20%	15 hours	No

Weighting Study time Eligible for self-certification

Group Presentation 15 minutes with Q&A session.

Reassessment component is the same

Assessment component

Online Examination	80%	59 hours	No
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- Online examination: No Answerbook required

Reassessment component is the same

Feedback on assessment

Feedback via My.WBS

[Past exam papers for IB239](#)

Availability

Courses

This module is Core optional for:

- Year 2 of UPXA-F3N2 Undergraduate Physics with Business Studies

This module is Optional for:

- 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 UECA-3 Undergraduate Economics 3 Year Variants
- Year 2 of UECA-LM1D Undergraduate Economics, Politics and International Studies
- Year 2 of UIPA-L8N1 Undergraduate Global Sustainable Development and Business
- 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 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 5 of MN36 Law and Business Studies with Intercalated Year (4+1)
- Year 2 of UETA-Q311 in English Language and Linguistics (with Intercalated year)

This module is Unusual option for:

- Year 3 of UPHA-V7ML Undergraduate Philosophy, Politics and Economics

This module is Option list A for:

- Year 3 of UESA-HN15 BEng Engineering Business Management
- Year 4 of UESA-HN13 BEng Engineering Business Management with Intercalated Year
- Year 3 of UESA-H112 BSc Engineering

This module is Option list G for:

- Year 2 of UPHA-V7ML Undergraduate Philosophy, Politics and Economics