

IB9S3-10 Management of Change

20/21

Department

Warwick Business School

Level

Taught Postgraduate Level

Module leader

Maja Korica

Credit value

10

Module duration

4 days

Assessment

100% coursework

Study location

University of Warwick main campus, Coventry

Description

Introductory description

This module aims to introduce students to an interdisciplinary, cross-national and historically informed understanding of the idea of change and its significance for organisations in the contemporary period. Students will be introduced to multiple perspectives, models and maps for understanding the nature of organisational change and how it is managed.

[Module web page](#)

Module aims

The module will develop students' skills in understanding how the management of organisational change is a collective sense making process involving the development of shared cultures and discourse carried through technological intermediaries. It will also introduce students to the dilemmas faced by middle managers in implementing change.

The module seeks to enable students to critically examine models of continuous change and the development of the learning organisation.

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.

Section 1: Understanding Change: concepts and perspectives

- The meaning of change: interdisciplinary perspectives on identifying, controlling and assessing the impact of change
- Organisations in an age of uncertainty and change? Historical comparisons and contemporary debates

Section 2: Organisational change: frameworks and models

- Images and approaches to managing change
- Identifying and diagnosing change
- Models for managing change: issues of process, organisation and communication

Section 3: Understanding Change processes: key issues and debates

- Power, Politics and Resistance in the management of change
- The use of language, discourse and culture in the management of change and significance of technological intermediaries;
- Senior managers and the leadership of change: pressures and processes in an international perspective;
- Middle managers in the change process

The Change Revolution / Change Fatigue: The dynamics of continuous change in the public and private sectors and its impact

Learning outcomes

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

- Demonstrate an understanding of the major perspectives for analysing the idea of change and how it is relevant to contemporary organisations.
- Identify and critically analyse the different sorts of images of change which are used.
- Critically analyse how managers exercise power and engage in politics to influence other employees in order to achieve outcomes.
- Identify the role of language, culture, discourse in organisational change processes.
- Demonstrate an understanding of the way in which senior managers lead change initiatives and the institutional constraints under which they work.
- Identify the distinctive tensions faced by middle managers in change processes and recognise ways of overcoming these problems.
- Recognise the underlying assumptions of the change discourse and identify ways in which it creates its own self-sustaining dynamic and is a force for isomorphic processes across different types of organisation.
- Critically assess a variety of perspectives on the management of organisational change.
- Recognise and critically engage with assumptions underpinning the assumptions of the management of organisational change.

Indicative reading list

[Reading lists can be found in Talis](#)

Subject specific skills

Present an analysis of organisational change, its problems and dilemmas.
Diagnose change pressures and appropriate management responses.
Identify resistances to change.

Transferable skills

Demonstrate developed academic communication skills.
Demonstrate skills in analysing cases of organisational change.

Study

Study time

Type	Required
Lectures	4 sessions of 7 hours 30 minutes (30%)
Private study	28 hours (28%)
Assessment	42 hours (42%)
Total	100 hours

Private study description

Private Study to include preparation for lectures.

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 A3

Assessment component	Weighting	Study time	Eligible for self-certification
Group Presentation (20 minutes)	20%	8 hours	No

Weighting Study time Eligible for self-certification

Group - Marked Collectively.

Reassessment component is the same

Assessment component

Written Assignment (2500 words) 80% 34 hours Yes (extension)

Reassessment component is the same

Feedback on assessment

Assessments are graded using standard University Postgraduate Marking Criteria and written feedback is provided. Feedback for individual essays includes comments on a marksheet.

Availability

Pre-requisites

To take this module, you must have passed:

- Any of
 - [IB802-10 Organisational Behaviour](#)
 - [IB907-10 Organisational Behaviour](#)
 - [IB700-10 Organisational Behaviour](#)
 - [IB858-10 Organisational Behaviour](#)
 - [IB716-10 Organisational Behaviour](#)
 - [IB715-10 Organisational Behaviour](#)

Courses

This module is Optional for:

- Year 2 of TIBS-N1Q1 Postgraduate Business Administration (Executive) London
- Year 2 of TIBS-N1Q4 Postgraduate Business Administration (Executive) London
- Year 2 of TIBS-N1Q5 Postgraduate Business Administration (Executive) London
- Year 1 of TIBS-N1P2 Postgraduate Taught Business Administration
- TIBS-N1PW Postgraduate Taught Business Administration (Distance Learning)
 - Year 2 of N1PW Business Administration (Distance Learning)
 - Year 3 of N1PW Business Administration (Distance Learning)

- Year 2 of TIBS-N1Q2 Postgraduate Taught Business Administration (Distance Learning)
- Year 2 of TIBS-N1Q9 Postgraduate Taught Business Administration (Distance Learning)
London
- TIBS-N1P9 Postgraduate Taught Business Administration (Executive)
 - Year 2 of N1P9 Business Administration (Executive)
 - Year 3 of N1P9 Business Administration (Executive)
- Year 2 of TIBS-N1Q3 Postgraduate Taught Business Administration (Executive)