

# WM949-15 Managing Innovation and Change

**22/23**

**Department**

WMG

**Level**

Taught Postgraduate Level

**Module leader**

Andrew Sparks

**Credit value**

15

**Module duration**

2 weeks

**Assessment**

Multiple

**Study location**

University of Warwick main campus, Coventry

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## Description

### Introductory description

Individual competence in enabling the processes of innovation and implementing change are essential for leaders and managers in today's technology organisations. This requires a resilient and positive mindset combined with skills in strategy formulation, communication, leadership, influence and the integration of various disparate functions within a complex organisational system.

This module provides students with an opportunity to understand innovation and change – its drivers, risks, consequences and people's responses – and manage the interlinked processes of creativity, learning and critical thinking in the context of product and process innovation. The ultimate aim is to enable students to achieve mastery through hands-on experience in a simulated business environment. Therefore, the models, methods, tools and techniques used in the management of innovation and change will be applied in that context.

### Module aims

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communication, leadership, influence and the integration of various disparate functions within a complex organisational system.

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## **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.

- . Analysing the need and drivers for innovation and change
2. Creativity and innovation: the processes, mindset and skills
3. Continuous improvement and learning from fast failure
4. Business simulation
5. Addressing emotional responses to change and stakeholder engagement
6. Tools and techniques for planning, implementing and managing change
7. Building organisational resilience and commitment to change
8. Building an environment that fosters innovation (NB includes Authentic leadership)
9. Change modelling

## **Learning outcomes**

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

- 1. Explain the relationship between innovation and competitive performance and assess the business ‘conditions’ for innovation
- 2. Critically analyse the internal and external drivers and impact of change on projects and the organisational system at large.
- 3. Interpret the different ways people respond to change and develop strategies to gain commitment and build stakeholder engagement.
- 4. Select and effectively apply appropriate change models, tools and techniques in planning and implementing change.
- 5. Evaluate and test a range of creativity, innovation and critical thinking tools
- 5. Evaluate and test a range of creativity, innovation and critical thinking tools.
- 6. Create an environment that fosters innovation.
- 7. Test their own personal effectiveness in leading and managing change.

## **Indicative reading list**

- Burnes, Bernard (2017) *Managing change* (7th edition) Pearson Education. ISBN 9781292156040.
- Carnall, Colin and Todnem By, Rune (2014) *Managing change in organizations* (6th edition) Pearson. ISBN 9780273736417.
- Hayes, John (2014) *The theory and practice of change management* (4th edition). Palgrave

Macmillan. ISBN 9781137275349.

- Bridges, William. (2003) *Managing Transitions: Making the Most of Change* (2nd edition). London: Nicholas Brealey Publishing.
- Collins, Jim. (2001) *Good to Great*. London: Random House Business Books.
- Davila, Tony, Epstein, Marc J and Shelton, Robert. (2006). *Making Innovation Work*. Upper Saddle River, NJ: Pearson Education (Wharton School Publishing).
- Senge, Peter. (1990) *The Fifth Discipline: The Art and Practice of the Learning Organisation*. London, Business Books.
- Keeley, L., H. Waters, R.Pikkel, B. Quinn, *Ten Types of Innovation*, John Wiley & Sons, 2013 (ISBN: 13-9781118504246)
- Schilling, R.A., *Strategic Management of Technological Innovation*, 2013 (ISBN: 9781259539060)

### **Subject specific skills**

Leading change, change management, people management, strategic thinking, emotional intelligence, planning & organising, dealing with ambiguity

### **Transferable skills**

Decision making, listening, communication, critical thinking, persuasion and influencing,

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## **Study**

### **Study time**

<b>Type</b>	<b>Required</b>
Lectures	10 sessions of 1 hour (7%)
Seminars	6 sessions of 1 hour (4%)
Tutorials	(0%)
Practical classes	14 sessions of 1 hour (9%)
Online learning (independent)	20 sessions of 1 hour (13%)
Other activity	10 hours (7%)
Assessment	90 hours (60%)
Total	150 hours

### **Private study description**

No private study requirements defined for this module.

### **Other activity description**

pre module activity 10 hours

## Costs

No further costs have been identified for this module.

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## Assessment

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

### Assessment group A2

	<b>Weighting</b>	<b>Study time</b>
In-module reflective essay and presentation 1500 words (15 %)	15%	20 hours
written PMA written Post-Module Assignment: 2500 words max (70 %)	70%	50 hours
Assessed in-module performance In class presentation, followed by Q&A	15%	20 hours

### Assessment group R1

	<b>Weighting</b>	<b>Study time</b>
Assessed work as specified by department Written Assignment	100%	

### Feedback on assessment

Post-module assignment: written feedback on strengths, weaknesses, areas for improvement and suggestions for improvement on future academic submissions. Wherever necessary, also feedback on the specific parts of the work with originality issues.

In-module assessment: breakdown of group performance mark, average individual performance mark with standard deviation and reflective essay mark given privately to each student. Feedback on group performance mark and reasons discussed in class. The basis of the reflective essay marks also explained in class so students can interpret their own. Only the average individual performance marks (peer ratings) are released. Specific marks students give each other remain completely confidential.

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## Availability

## **Anti-requisite modules**

If you take this module, you cannot also take:

- WM9J1-15 Management of Change

## **Courses**

This module is Optional for:

- Year 1 of TWMS-H1S4 Postgraduate Taught e-Business Management (Full-time)