

# WM949-15 Managing Innovation and Change

**23/24**

**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

This module is intended to give students the opportunity to test innovation and change techniques to prepare them to lead innovation businesses.

## 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.

1. 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 and innovation models, tools and techniques in planning and implementing change.
- 5. 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)	50 sessions of 1 hour (33%)
Other activity	10 hours (7%)
Assessment	60 hours (40%)
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 A3

	<b>Weighting</b>	<b>Study time</b>
In-module reflective essay 1000 words (15 %)	15%	6 hours
Assessed assignment as specified by department Written Post-Module Assignment related to the simulation	50%	30 hours
Presentation In class presentation, followed by Q&A	20%	10 hours 30 minutes
In module performance in simulation Performance in terms of contribution towards successful change, assessed by tutor observation and consensus of performance in simulation	15%	13 hours 30 minutes

## Assessment group R2

	<b>Weighting</b>	<b>Study time</b>
Assessed work as specified by department Written Assignment of 4000 words	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

There is currently no information about the courses for which this module is core or optional.