

WM9K7-15 Intelligent Organisations

23/24

Department

WMG

Level

Taught Postgraduate Level

Module leader

Angela Clarke

Credit value

15

Module duration

5 days

Assessment

Multiple

Study location

University of Warwick main campus, Coventry

Description

Introductory description

Markets, technology and the political environment are changing more than ever before. Organisations - and their leaders - need to be agile, adaptive and intelligent to survive and thrive.

This module gives leaders, and those aspiring to leadership positions, what they need to understand and act effectively in a world that is increasingly 'digital' and 'connected' – recognising the impact this has on existing 'physical' assets, and on the ultimate asset of any organisation, 'people'.

The module addresses the challenges facing organisations as they move into an increasingly complex world. It is designed to give participants what they need to make sense of a VUCA world: volatile, uncertain, complex, and ambiguous.

[Module web page](#)

Module aims

Markets, technology and the political environment are changing more than ever before. Organisations - and their leaders - need to be agile, adaptive and intelligent to survive and thrive.

This module gives leaders, and those aspiring to leadership positions, the knowledge and skills to understand and act effectively in a world that is increasingly 'digital' and 'connected' – recognising

the impact this has on existing 'physical' assets, and on the ultimate asset of any organisation, 'people'.

It addresses how to be effective in this complex environment; how to turn strategy into action at a pace that is now needed, with direct feedback and 'course correction'; how organisations are changing with increased digitisation; how to innovate effectively, to avoid being submerged by successive waves of change; how governance is 'embodied' in day-to-day organisational life; and how to manage – intelligently – the complex, dynamic mix of 'people', 'information' and 'new ways of working' that define the value of any modern organisation.

The module is designed to give participants the knowledge and skills to make sense of a complex and changing world - and more importantly, the ability to apply what they have learned in practice, to their own teams and their own 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.

- Understanding and designing intelligent organisations of the future
- Innovation & competitive performance
- Systems thinking
- Technology masterclasses
- Digital intelligence
- Knowledge management & decision making
- Managing the complexity of innovation, compliance, governance & risk
- Total quality management & Performance excellence
- Case study
- Guest speakers

Learning outcomes

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

- Reflect on and interpret factors driving increased complexity, evaluating the types of intelligence and business models needed to respond to such complexity.
- Apply relevant tools, techniques, theories and models to gain a 'situational' perspective of an organisation, with the aim of optimising efficiency and making effective and sustainable improvements.
- Critically evaluate the growing role of digital technologies, including examining the need for a holistic and connected approach to their integration in intelligent organisations
- Create opportunities for innovation, with a focus on how to add value and deliver measurable business impact to an organisation.
- Reflect on how organisations can become more intelligent by applying the learning from the module, and make recommendations for learner's own organisation

Indicative reading list

Rowles, D and T. Brown, - Building Digital Culture: A Practical Guide to Successful Digital Transformation, Kogan Page, 2017, ISBN: 978-074947965-7

Lancelott, M, Gutierrez, M and A. Campbell, Operating Model Canvas (OMC); Aligning Operations and Organization with Strategy , Van Haren Publishing, 2017, ISBN: 978-940180071-6

Keely, L, Pikkell, R. Quinn, B. and H. Waters, Ten Types of Innovation: The Discipline of Building Breakthroughs, Wiley Publishing, 2013, ISBN: 978-111850424-6

Rowan, D, Non-Bullshit Innovation: Radical Ideas from the World's Smartest Minds, Transworld Digital, 2019, ISBN: 9781787631182

Hennig, N, Keeping Up with Emerging Technologies: Best Practices for Information Professionals, Libraries Unlimited. 2017, ISBN-13: 978-1440854408

Collins, J., Good to Great, Random House Business Books, 2001, ISBN: 978-0712676090

Senge, P., The Fifth Discipline: The Art and Practice of the Learning Organisation, Random House, 2006, 978-1905211203

Schilling, R.A., Strategic Management of Technological Innovation, 2013, ISBN: 978-1259539060

Bicheno, J. and Hollweg, M., The Lean Toolbox 5th Edition, 2016, ISBN: 978-0956830763

Jones, D. and Womack, J., Lean Thinking: Banish Waste and Create Wealth in Your Corporation, 2003, ISBN: 978-0743231640

Hunter, Muller, Future State 2025, 2020, Wiley, ISBN: 978-1-119-57481-1

Subject specific skills

- Horizon scanning
- Visioning
- Systems thinking: big picture thinking & techniques
- Practical implementation of strategy
- Importance of and influencing culture & behaviours
- Creating a business case for change
- Improvement techniques and quality management

Transferable skills

- Communication - verbal and written, including use of video media
 - Systems thinking capability
 - Analytical skills
 - Strategic thinking
 - Collaborative group working
 - Technology aware
 - Apply governance and compliance frameworks
 - Development and application of an operating model
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Study

Study time

Type	Required
Lectures	3 sessions of 1 hour 30 minutes (3%)
Seminars	9 sessions of 1 hour (6%)
Tutorials	3 sessions of 30 minutes (1%)
Practical classes	(0%)
Supervised practical classes	10 sessions of 1 hour 30 minutes (10%)
Online learning (scheduled sessions)	10 sessions of 1 hour (7%)
Online learning (independent)	20 sessions of 1 hour (13%)
Private study	30 hours (20%)
Assessment	60 hours (40%)
Total	150 hours

Private study description

Pre-work preparation

Learning how to create a VLOG for assignment

Reviewing case study material as a pre-read activity.

Reading from suggested course list both to learn and support PMA.

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 A1

	Weighting	Study time
Case Study	20%	6 hours
The Case Study is a piece of groupwork on redesigning a Publishing Company that runs through the module. It represents 20% of the module marks		
Post Module Assignment (PMA) written	70%	45 hours

	Weighting	Study time
Post-module written assignment that will typically look at applying the learning from the module in the student's work area.		

Post Module Assignment (PMA)	10%	9 hours
Video Log		

10% 5 minute vlog

Students are required to create a 3-7 minute video explaining how, using the learnings from the module, they will address one of the company issues identified during their module pre-work. Some time is allocated for learning about VLOGs in Independent learning. (Although described as 'Film Production', the main focus in marking the VLOGs will be on the content of video essay with much lower emphasis on production values.)

Assessment group R

	Weighting	Study time
Post Module Assignment (PMA) written	100%	
Post-module written assignment that will typically look at applying the learning from the module in the student's work area.		

Feedback on assessment

In module Case Study - Immediate oral feedback will be provided to the groups at the time of presenting and written feedback along with PMA feedback . Groups are asked to indicate individual contribution and report back as part of the presentations. The awarded group mark is subsequently adjusted up or down for each individual, where required. Feedback is given for the group, with additional comments for each individual, where required.

PMA - Written feedback will be provided for all parts of the Post-Module Assignment components. This feedback will be focussed upon the strengths and weaknesses of the work with regard to the module learning objectives and the post-module assignment marking guidelines. Suggestions for improvement will also be provided.

Availability

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