

IB9S3-10 Leading and Managing Change

25/26

Department

Warwick Business School

Level

Taught Postgraduate Level

Module leader

Derin Kent

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.

[Module web page](#)

Module aims

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.

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

The module seeks to enable students to critically examine models of 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
- Senior managers and the leadership of change: pressures and processes
- 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

Section 4: Understanding Change processes: key issues and debates

- Changing in contexts of ambiguity and uncertainty
- designing for wickedness (polivocality) and for resilience in face of extreme ambiguity and uncertainty?
- The relevance of time in change: history and the future
- Change in light of Grand-Challenges

Learning outcomes

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

- Demonstrate a comprehensive understanding of the major perspectives for analysing the idea of change and how it is relevant to contemporary organisations.
- Demonstrate a comprehensive understanding of the way in which senior managers lead change initiatives and the institutional constraints under which they work
- Critically analyse how managers exercise power and engage in politics to influence other employees in order to achieve outcomes.
- Identify and evaluate the distinctive tensions faced by middle managers in change processes and recognise ways of overcoming these problems, including issues of language, culture and discourse
- Identify and evaluate ways in which the underlying assumptions of the change discourse create their own self-sustaining dynamic and are 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

Analyse and synthesise organisational change, its problems and dilemmas

Diagnose change pressures and identify and evaluate appropriate management responses

Identify and evaluate resistances to change.

Transferable skills

Demonstrate developed academic communication skills.

Study

Study time

Type	Required
Lectures	27 sessions of 1 hour (39%)
Private study	43 hours (61%)
Total	70 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 A5

	Weighting	Study time	Eligible for self-certification
Assessment component			
Written Assignment	100%	30 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](#)
 - [IB9PV-10 Organisational Behaviour](#)
 - [IB99A-10 Organisational Behaviour](#)

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