

IB98R-15 Leading and Managing Change

26/27

Department

Warwick Business School

Level

Taught Postgraduate Level

Module leader

Derin Kent

Credit value

15

Module duration

9 weeks

Assessment

100% coursework

Study location

University of Warwick main campus, Coventry

Description

Introductory description

The core idea of this module is that creating change in organisations depends on a fundamental tension: success comes from keeping a balance between fitting in and standing out from our colleagues.

Module aims

This module aims to develop an understanding of some of the challenges faced by leaders and managers within an increasingly volatile organisational environment particular, it aims to:

1. Introduce students to the major frameworks for understanding how different forms of organisational change might be evaluated, analysed, led and managed.
2. Build students' skills in analysing how the cultural and micro-political dimensions of organisational life impact on both the need for change and the ways in which it manifests itself.
3. Develop students' understanding of various strategies and tactics for the mobilisation of

support for necessary change initiatives.

4. Enable students to critically engage with debates about organizational change and the role it plays into their organisational careers.

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.

The course will draw on recent developments in the field of organizational change management to examine the dynamics of managing change within varying organizational and environmental contexts. These may include the following topics dependent of faculty availability and interests:

Models and strategies of change.

Images and metaphors for change.

Cultural change.

Political dynamics of change.

Change leadership.

Affectivity and communicating change.

Power and resistance to change.

Learning outcomes

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

- Demonstrate an understanding of what constitutes organisational change
- Identify different types of change dependent on context, structure and those associated approaches to leading and managing it.
- Identify the ways in which competing interests frequently serve to drive and contest the outcome of organisational change processes.
- Demonstrate an understanding of how political, affective and career factors impact on the change process.
- Engage in critical analysis of change strategies
- Recognise and critically engage with assumptions underpinning conceptual frameworks
- Critically analyse the strengths and limitations of associated change leadership and management approaches.
- Apply conceptual frameworks to particular examples.

Indicative reading list

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

Subject specific skills

Formulate and test assumptions about how change can be managed within varying environmental and structural contexts.

Transferable skills

Demonstrate skills in academic and business communication in written form, and the ability to work on and manage projects.

Study

Study time

Type	Required
Online learning (scheduled sessions)	9 sessions of 1 hour (6%)
Other activity	18 hours (12%)
Private study	51 hours (34%)
Assessment	72 hours (48%)
Total	150 hours

Private study description

Private study to include preparation for lectures and own reading

Other activity description

9 x 2 hrs workshops

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 A4

	Weighting	Study time	Eligible for self-certification
Assessment component			
Individual Assignment	100%	72 hours	Yes (extension)

	Weighting	Study time	Eligible for self-certification
Individual assignment (3500 words)			

Reassessment component is the same

Feedback on assessment

Assessments are graded (%) using standard University Postgraduate Marking Criteria. Oral and written feedback is provided relating to the presentation and project. Overall percentage marks are awarded for examination performance and general examination feedback is provided to the cohort.

Availability

Courses

This module is Core for:

- Year 1 of TIBS-N2N1 Postgraduate Taught Management