

# WM9J1-15 Management of Change

**26/27**

**Department**

WMG

**Level**

Taught Postgraduate Level

**Module leader**

Andrew Sparks

**Credit value**

15

**Module duration**

4 weeks

**Assessment**

100% coursework

**Study location**

University of Warwick main campus, Coventry

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## Description

### Introductory description

This module provides participants with an opportunity to understand change –its drivers, risks, consequences and people’s responses - and develop their personal competences through hands-on experience in a simulated business environment and practice in the use of relevant methods, tools and techniques.

Regardless of size and maturity, organisations today operate in a business environment that continues to grow increasingly complex and demanding of ever higher standards of efficiency, integration and customer service. Change can be both externally and internally driven, thus both skill sets of intelligent, timely reaction to external drivers and proactive planning to prevent organisational drift are critical to the sustained success of any organisation.

Individual competence in implementing change is essential for leaders and managers and 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. Developing a critical mass of competent individuals contributes significantly to organisational change capability.

### Module aims

Participants will be able to hit the ground running as change leaders and managers, whether they

be Project and Programme Managers, or functional heads.

## 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. Introduction
2. The need for change
3. The scope of change
4. Change approaches and models
5. Power and conflict in the transition process
6. Managing teams through change: importance of trust, empowerment and involvement
7. Resilient culture
8. Tools and techniques for change: applications
9. Authentic leadership in organisational transformation
10. Communicating shared vision
11. Change modelling

## Learning outcomes

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

- As a group, analyse the internal and external drivers and impact of change on projects and the organisational system at large.
- Interpret the different ways people respond to change, discover appropriate leadership approaches and develop strategies to build stakeholder engagement.
- Select and critically apply appropriate models of change to a given situation.
- Select and critically utilise appropriate change tools and techniques in planning and implementing change.
- Critically evaluate their own personal effectiveness in leading and managing change.

## Indicative reading list

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

[Specific reading list for the module](#)

## Subject specific skills

Planning and implementing systemic change, stakeholder engagement, responding to adversity, systems thinking, change leadership skills.

## Transferable skills

Communication (including intercultural communication), collaborative problem analysis and decision-making, creativity, critical thinking, innovation, negotiation, motivation, transformational

leadership, project management, adaptability, resilience, self-management, learning-by-doing

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## Study

### Study time

Type	Required
Lectures	20 sessions of 1 hour (13%)
Supervised practical classes	10 sessions of 1 hour (7%)
Online learning (independent)	10 sessions of 1 hour (7%)
Other activity	10 hours (7%)
Private study	40 hours (27%)
Assessment	60 hours (40%)
Total	150 hours

### Private study description

Reading in preparation for the in-class simulation.

### Other activity description

Independent reading to support in-class learning, as well as to help with preparing in-class simulation, and writing assignment .

### Costs

No further costs have been identified for this module.

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## Assessment

You must pass all assessment components to pass the module.

### Assessment group A4

Assessment component	Weighting	Study time	Eligible for self-certification
Assignment based on simulation	80%	48 hours	Yes (extension)

	<b>Weighting</b>	<b>Study time</b>	<b>Eligible for self-certification</b>
Written assignment			
<b>Reassessment component</b>			
Assignment based on simulation			No
Written assignment			
<b>Assessment component</b>			
Group in-simulation performance	20%	12 hours	No
Performance in terms of their contribution towards identifying factors requiring a business to change within a simulation, with peer adjustment of group mark.			
<b>Reassessment component</b>			
Resubmission presentation			No
Presentation based on in-module simulation			

## Feedback on assessment

Mark sheet with comments

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## Availability

### Courses

This module is Core for:

- TWMS-H1SB Postgraduate Taught Programme and Project Management (Full-time)
  - Year 1 of H1SB Programme and Project Management (Full-time)
  - Year 1 of H1SB Programme and Project Management (Full-time)

This module is Optional for:

- Year 1 of TWMS-I51A Postgraduate Taught Digital Transformation for Healthcare (Full-time)
- Year 1 of TWMS-I51B Postgraduate Taught Digital Transformation for Healthcare (Part-time)
- Year 1 of TWMS-H1S3 Postgraduate Taught Engineering Business Management (Full-time)

- Year 1 of TWMS-H1S9 Postgraduate Taught Management for Business Excellence (Full-time)
- Year 1 of TWMS-H1SD Postgraduate Taught Supply Chain and Logistics Management (Full-time)