



Module Specification

Managing Change

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Part 1: Information

Module title: Managing Change

Module code: UMOCB3-15-M

Level: Level 7

For implementation from: 2023-24

UWE credit rating: 15

ECTS credit rating: 7.5

Faculty: Faculty of Business & Law

Department: FBL Dept of Business & Management

Partner institutions: None

Field: Organisation Studies

Module type: Module

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: Not applicable

Features: Not applicable

Educational aims: See Learning Outcomes

Outline syllabus: The module is divided into three parts, which may include the themes underneath.

Part 1: Organisations and their environment

The contingency of organisational structures

Between resource-dependency and strategic choices

Structural inertia in organisational populations

The importance of institutional legitimacy

Part 2: Organisations and symbols: culture, cognition and sense making.

Cognitive changes and sense making

Change through culture

Part 3: The politics of change: understanding power and resistance

An introduction to power and politics in organisations

Two views on resistance

Understanding change through its language

Part 3: Teaching and learning methods

Teaching and learning methods: The module will be delivered over twelve, two-hour sessions, or an equivalent format. Contact time will include a mixture of tutor-led and student-led activities.

There are three fundamental principles underpinning the teaching and learning approach of this module:

A multiple-perspective approach for understanding organisational change:

The most fundamental idea underpinning this module is that when it comes to understanding organisational change, no single theoretical perspective can be entirely satisfying. Theories are simplified representations of reality that, just like maps, have by their nature limitations. Just as we need different kinds maps to navigate different terrains with different purposes, we need different kinds of theories to navigate the complex reality of contemporary organisations.

Research-led learning:

Also central to the teaching and learning strategy in this postgraduate module is the principle that students should develop their research skills and become proficient in using academic literature on organisational change. This means that they will be encouraged and supported in developing a number of skills-

- i) Students will become increasingly more familiar with the format, conventions and style of academic literature.
- ii) They will develop the ability to obtain, analyse and evaluate information, and communicate relevant conclusions and recommendations to colleagues, and professional and academic audiences in oral and written formats.
- iii) They will develop their analytical abilities; they will learn to establish relevant links between theory and practice. They will be encouraged to reflect upon your work experiences and relate them to the concepts and principles learnt in the module.
- iv) They will develop their critical and evaluative skills; they will learn to appreciate the usefulness of theories, but also to recognise their limitations.

Active engagement as a member of a community of learners:

As learning happens most effectively within a supportive community of learners,

activities in the classroom are designed to create and nurture meaningful peer relationships among cohort members.

Module Learning outcomes: On successful completion of this module students will achieve the following learning outcomes.

MO1 Identify, explain and categorise common ways of understanding and analysing organisational change

MO2 Analyse concrete organisational problems by selecting relevant theories, and by using their insights in a meaningful manner

MO3 Assess the usefulness of the different theories of change available

MO4 Recognise the role ascribed to managers by different theories of change

MO5 Construct, assess and synthesise solutions to problems in light of contradictory views and insights

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 126 hours

Face-to-face learning = 24 hours

Total = 150

Reading list: The reading list for this module can be accessed at [readinglists.uwe.ac.uk](https://uwe.rl.talis.com/modules/umocb3-15-m.html) via the following link <https://uwe.rl.talis.com/modules/umocb3-15-m.html>

Part 4: Assessment

Assessment strategy: The coursework is designed specifically to assess the five Learning Outcomes described below.

By reflecting on how the theories encountered help them understanding their management practices, students will be able to demonstrate three things: 1) their knowledge of existing theories of organisational change, 2) their ability to use

theories to reflect on practice and to inform it, and 3) their ability to assess the usefulness of existing approaches, and to construct solutions to problem when faced with contradictory insights.

By having two assessment tasks, students are given the opportunity to receive feedback after the submission of the first element. Formative feedback will be given in class. Through discussions of the readings and of practical case studies, students will be able to assess their understanding of the material.

Assessment tasks:**Written Assignment (First Sit)**

Description: Essay on part 1 (1600 words)

Weighting: 40 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5

Written Assignment (First Sit)

Description: Essay on part 2 and 3 (2400 words)

Weighting: 60 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5

Written Assignment (Resit)

Description: Essay on part 1 (1600 words)

Weighting: 40 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5

Written Assignment (Resit)

Description: Essay on part 2 and 3 (2400 words)

Weighting: 60 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Business Management [Frenchay] MSc 2023-24

Business Management [Frenchay] MSc 2023-24

Business with Supply Chain Management [Frenchay] MSc 2023-24

Business with Digital Management [Frenchay] MSc 2023-24

Business Management [Sep][PT][Frenchay][3yrs] MSc 2022-23

Business Management [Frenchay] MSc 2022-23