University of the
West of England
BRISTOL

MODULE SPECIFICATION

Code: UMXD4G-20-3 **Title:** Organisation Theory and Change Management   **Version:** 1

Level: 3   **UWE credit rating:** 20   **ECTS credit rating:** 10

Module type: Standard

Owning Faculty: FBL   **Field:** Non modular (Organisation Studies)

Faculty Committee approval: QMAC   **Date:**

Approved for Delivery by: Management Development Partnership Limited

Valid from: September 2011   **Discontinued from:**

Contributes towards: BSc (Hons) Business Management

Pre-requisites: None

Co-requisites: None

Excluded combinations:

Aim of module:

The module aims to create an understanding in students of the reasons why change takes place and why it is a continual preoccupation for organizations and to then assess the value of organisation theory and change management theory in helping organisations to more effectively manage change.

Learning outcomes:

On successful completion of this module students will be able to:

- Analyse the context and influences driving the development of organisation and change management theory. (assessment component B)
- Understand and apply knowledge of current developments in organisation theory and change management. (assessment component A)
- Understand and apply knowledge of how organisational politics, conflict and power affect operational cultures. (assessment component A)
- Evaluate the efficacy of different approaches to managing the process of change in organisations. (assessment component A)

Syllabus outline:

-   Classical approach: scientific management; Fayol and Weber. Human relations approach: the Hawthorne experiments; Barnard, Maslow and McGregor. Contingency theory: the importance of an organisation's environment; Burns, Stalker, Lawrence, Lorsch and Thompson. The importance of technology: Woodward and Perrow. The importance of size: the Aston Group.

-   The rise of customer-orientation. The culture-excellence approach; Peters and Waterman. Kanter's post-entrepreneurial model. Handy's emerging future organisation. The Japanese

approach. Organisational learning. Recent developments; the postmodernist, realist and complexity perspectives. The cultural perspective. Power-politics perspective.

– Strategic approaches to change management. Theoretical foundations. Individual perspectives, group dynamics and open systems schools. The planned approach; Lewin. The phases of planned change. The frequency and magnitude of change; incremental, punctuated-equilibrium and continuous transformation models.

– From planned to emergent change. The emergent approach – recipes for change. The role of the change agent. A framework for change – varieties of change. Employee involvement. A framework for choice. An overview of change and managerial choice.

Teaching and learning methods:

The module is delivered over a twelve week period.

For students studying at specified colleges in the UK, lectures will be delivered by MDP's tutoring team and complemented by access to learning resources, namely:
  o each college is required to hold copies of the main textbooks in the ratio of one copy per five students, and any subsidiary textbooks in the ratio of one copy per ten students.
  o MDP's Virtual Learning Environment has links to a wide range of online resources
  o Students can access all the leading journals in business and management through an agreement with the Queen Mary, University of London library. The library is situated on the Mile End Road and is within walking distance for the majority of students.

The module is also offered in Distance Learning mode and an online version module is supported through the resources provided by MDP on the Virtual Learning Environment, and without recourse to any face-to-face tuition. To enable students to receive a learning experience equivalent to the face to face students, two additional features are included in the distance learning programme.
  o First, the course fee will include a one year subscription to 'Questia', an extensive online library. The subscription gives students full access to over 60,000 textbooks and more than 155,000 journal articles.
  o Second, MDP's Virtual Learning Environment will be used to host fortnightly discussion forums based on key readings and set activities. The Module Leader will provide a summary at the end of each session and all interactions will be monitored by the Programme Manager.

Reading Strategy

All students will be encouraged to make full use of the print and electronic resources available to them through the relevant level of membership of the University. These include a range of electronic journals and a wide variety of resources available through web sites and information gateways. The University Library's web pages provide access to subject relevant resources and services, and to the library catalogue. Many resources can be accessed remotely. Students will be presented with opportunities within the curriculum to develop their information retrieval and evaluation skills in order to identify such resources effectively.

The essential reading will be specified in the module handbook and on the Virtual Learning Environment at the start of the module. This is potentially subject to change at short notice and students should not purchase any text without the guidance of the module leader. Examples of the essential reading for this module may include:

– Burnes, B., 2009. *Managing Change* (Harlow, Pearson)
– Hatch, M. J. and Cunliffe, A. L., 2006. *Organization Theory* (Oxford, Oxford University Press)

Indicative reading list

The following list is offered to provide validation panels/accrediting bodies with an indication of the type and level of information students may be expected to consult. As such, its currency may wane during the life span of the module specification. However, as indicated above, CURRENT advice on readings will be available via other more frequently updated mechanisms.

- Ackroyd S. (2002) *The Organisation of Business* Oxford Press
- Darwin, J., Johnson, P., McAuley, J. (2002) *Developing Strategies for Change*. Harlow: Pearson Publishing
- Hughes, M. (2007) *Change Management, a critical perspective*. London: CIPD.
- Linstead, S., Fulop, L. & Lilley, S. (2004) *Management and Organization – a critical text.* Palgrave MacMillan
- Morgan, G. (2006) *Images of Organisations* Executive edition, Sage.
- Senior, B. and Swailes, S. (2010) *Organizational Change*. Harlow: Pearson Publishing
- Watson T.J. (2002) *Organising and Managing Work. FT, Prentice Hall*

Assessment Strategy

The module is assessed through a combination of coursework, a written assignment (maximum 2,000 words) submitted during the course of the module, **and** an end of module examination – an exam based on a pre-seen case study in which questions require students to apply concepts in practice and test students understanding and critical evaluation of organisation theory and theories of change management. Opportunities for formative feedback are built into module sessions.

Weighting between components A and B (standard modules only)   A: 70%   **B:** 30%

ATTEMPT 1

First Assessment Opportunity
Component A

Description of each element	Element weighting
1 Examination (3 hours) FINAL	100%

Component B

Description of each element	Element weighting
1 Written assignment (max 2,000 words)	100%

Second Assessment Opportunity (further attendance at taught classes is not required)

Component A

Description of each element	Element weighting
1 Examination (3 hours)	100%

Component B

Description of each element	Element weighting
1 Written assignment (max 2,000 words)	100%

<u>**EXCEPTIONAL**</u> **SECOND ATTEMPT (Retake): Attendance at taught classes is required.**

Specification confirmed by ……………….................…………Date ………………
(Associate Dean/Programme Director)