



Module Specification

Organisation Theory and Change Management

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Part 1: Information

Module title: Organisation Theory and Change Management

Module code: UMXD4G-20-3

Level: Level 6

For implementation from: 2023-24

UWE credit rating: 20

ECTS credit rating: 10

Faculty: Faculty of Business & Law

Department: FBL Dept of Accounting Economics & Finance

Partner institutions: None

Delivery locations: Not in use for Modules

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: The module aims to create an understanding in students of the reasons why change takes place and why it is a continual preoccupation for

organisations and to then assess the value of organisation theory and change management theory in helping organisations to more effectively manage change.

Outline syllabus: 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.

Part 3: Teaching and learning methods

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:

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.

MDP's Virtual Learning Environment has links to a wide range of online resources

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:

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.

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.

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

MO1 Analyse the context and influences driving the development of organisation and change management theory.

MO2 Understand and apply knowledge of current developments in organisation theory and change management.

MO3 Understand and apply knowledge of how organisational politics, conflict and power affect operational cultures.

MO4 Evaluate the efficacy of different approaches to managing the process of change in organisations.

Hours to be allocated: 200

Contact hours:

Independent study/self-guided study = 152 hours

Face-to-face learning = 48 hours

Total = 200

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

Part 4: Assessment

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.

Assessment components:

Examination (First Sit)

Description: Exam (3 hours)

Weighting: 70 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO2, MO3, MO4

Written Assignment (First Sit)

Description: Written assignment (max 2000 words)

Weighting: 30 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1

Examination (Resit)

Description:

Weighting: 70 %

Final assessment: Yes

Group work: No

Learning outcomes tested:

Written Assignment (Resit)

Description: Written assignment (max 2000 words)

Weighting: 30 %

Final assessment: No

Group work: No

Learning outcomes tested:

Part 5: Contributes towards

This module contributes towards the following programmes of study: