



Module Specification

Achieving Growth and Managing Organisational Change

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Part 1: Information

Module title: Achieving Growth and Managing Organisational Change

Module code: UMODK6-15-3

Level: Level 6

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

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: See Learning Outcomes.

Outline syllabus: Introduction to planned approaches within organisations:

Organisational planning in a marketing communications context

Marketing analysis

Trendwatching

Planning horizons

Organisational short, medium and long term planning

Planning approaches to change

Writing a strategic organisational change plan

Implications for growth and contraction

Implications for and managing the human side of growth and contraction

The limitations of planned approaches for organisational change in rapidly changing market conditions:

Key drivers and forces for change (internal and external)

The realities of change situations

Communications and resistance

The importance of process and storied approaches to change

Working within complex systems and the implications for change

Understanding key issues with organisational types and scale of change:

Explore structural, systems, cultural change

Leading different types of change

Managing Change and the impact of the implementation:

Change and multiple stakeholders

Positive vs negative impact of change

Effective change management strategies

Part 3: Teaching and learning methods

Teaching and learning methods: In line with tenets of the 'flipped classroom' students will be expected to engage with independent learning both before and after attendance at any face to face taught session. Students will be guided to a range of online materials on the Blackboard VLE to prepare in advance of scheduled sessions as well as materials to consolidate learning in a post session environment.

Scheduled learning will take place largely in an interactive environment where students will be encouraged to build upon their understanding of basic concepts by engaging in the development of more complex aspects of theory and practice using a range of online and offline resources.

Using a task-focussed, problem-based approach, the delivery of the syllabus will be based around the development of extended projects or case studies on topics of interest or relevance to organisations within the sector. Within the context of a wider projects students might engage in a range of activities which include (but is not limited to) the production of shorter case study examples, group research activities and presentations.

Scheduled teaching activity on this module over a 6 week period will account for an average of 6 hours a week.

Online logs or e-portfolios or other forms of recording will be used to record engagement and progress on the projects.

In between scheduled sessions, students will be expected to work independently and in groups that will support their work toward their final assessment. This will account of the remainder of the hours allocated to this module.

Scheduled learning includes interactive learning sessions, seminars, practical classes and workshops; lectures.

Independent learning includes hours engaged with materials provided on the VLE, Library and internet searches, essential reading, case study preparation, assignment preparation and completion. These sessions constitute an average time per level as indicated in the Module Hours.

In line with the tenets of 'flipped' classroom delivery, initial briefings, threshold concepts and supporting material will accessed online.

Face to face contact time will total 36 hours and comprise of 6 hours per week across a six week period. Where ever possible, the majority of contact will take the form of workshops and small group teaching.

In addition to face to face contact, ongoing contact will be maintained with students through 'office hours' discussion boards on the University's virtual learning environment (VLEs) and other technology-aided means.

QAA guidance is available

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

MO1 Possess knowledge and be able to make informed judgements of the range of organisational growth or downsizing strategies and, where appropriate,

as to the most favourable option and be able to formulate an appropriate change strategy and implementation plan.

MO2 Be able to analyse organisational change' situations and review appropriate strategies to minimise negative impact upon stakeholders whilst also securing the future of the organisation/function.

MO3 Be able to reflect critically upon the implications of managing organisational change within complex systems for individuals, stakeholders, culture, structures and systems, and leading change.

MO4 Be able to identify internal organisational (i.e. change readiness audit and change capability) and external change conditions (i.e. market conditions, competitors, changing customer requirements) affecting the sustainability of a chosen organisation.

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 114 hours

Face-to-face learning = 36 hours

Total = 150

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: This assessment is expected to represent the cumulative learning of students over the course of this module. In this assessment, students will be expected to draw upon the research, analysis and learning accrued over the course of the module in order to produce a reasoned and evidenced change management proposal.

Students will be expected to work on aspects of their proposal over the course of the module and record their work in a module e-portfolio, log or monitoring mechanism.

During this time students will be given formative feedback on the work generated within context of scheduled sessions. This may take a range of forms and includes (but is not limited to) direct questioning, peer assessment and feedback. Students will be encouraged to develop their skills as independent learners through personal goal setting and personal reflection and will use formative assessment as a tool to track their own progress against module learning outcomes.

In response to a given organisational or market challenge, students will be required to offer an appraisal of the relevance and relative value of the respective change management strategies and generate a reasoned and evidenced proposal in response.

This piece of assessment has been identified as Written assignment as students will be required to keep a record of their assessment preparation in their module e-portfolio, log or monitoring mechanism. Evidence of students' own work can be found through embedded hyperlinks or direct references within the proposal that directly links to work found in the students' own e-portfolios.

Assessment components:

Written Assignment (First Sit)

Description: Change Management Proposal (2500 words)

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4

Written Assignment (Resit)

Description: Change Management Proposal (2500 words)

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4

Part 5: Contributes towards

This module contributes towards the following programmes of study: