

Management of Change (MBA Full-time)

Module Code:	HRM7002-A
Academic Year:	2018-19
Credit Rating:	10
School:	School of Management
Subject Area:	Human Resource Management
FHEQ Level:	FHEQ Level 7 (Masters)

Pre-requisites:

Co-requisites:

Contact Hours

Type	Hours
Lectures	10
Tutorials	20
Directed Study	70

Availability Periods

Occurrence	Location/Period
BDA	University of Bradford / Semester 3 (June - Oct)

Module Aims

1. To provide a framework for a critical understanding of the issues associated with managing change in organizations.
2. To provide opportunities for reflecting on real change in organizations.
3. To consider how change can be delivered in an ethical and sustainable manner.

Outline Syllabus

The module is predicated on a systemic view of change and organizations and seeks to offer students an integrative framework for understanding and managing change, including consideration of how to ensure change is understood, responded to, handled and managed in an organization.

1. Understanding change - the nature and forms of changes, managerial responses and

approaches, a systems view of an organization; 2. The environment and context for change - internal and external influences on change the scale and impact of changes and responses at the cultural and structural levels in organizations 3. Preparing for change - diagnostic models of change and organizations, creating awareness and getting people ready for change (unfreezing), developing a change enabled mindset, setting strategy and plans; 4. Implementing change - models and approaches for undertaking change - theory E & O, implications of a process view and n-step approaches; 5. Enabling Change - issues of motivation for and resistance to change, models of change agency and leadership and their implications; 6. Communicating change - effective models of change communication, barriers and enablers to effective communication, sense making and politics, ethical communications in change; 7. Evaluating Change Effectiveness - the need for a vision in change, consideration of success and failure and their impact on change, models for effective monitoring, evaluation and assessment of changes impact; 8. Sustaining Change, implications of sustainability for change, timescales.

Module Learning Outcomes

On successful completion of this module, students will be able to...

- 1 1a. Apply knowledge and understanding around organisational change in its various forms;
1b. Identify causes / drivers of change and evaluate possible courses of action
1c. Explain how context influences the decisions taken in respect of organisational change.
- 2 2a. Appraise organisational change critically including those changes undertaken in their own organisation;
2b. See beyond simplistic, prescriptive models of change and focus on the underlying causes and context of change.
2c. Develop approaches to change that address the problems identified in an ethical and sustainable manner.
- 3 3a. Think critically in relation to organisational change;
3b. Act effectively in responding organizational change and better influence others' experience of organizational change.

Learning, Teaching and Assessment Strategy

The module will be delivered through lectures, tutorials and directed study. The lectures will provide students with the basic materials in a given area and act as a base for students' wider reading. Some references are provided in the study materials to guide the students' independent study (Learning outcomes 1a, 1b, 2b, 2c). Lectures are complemented by tutorials that are designed to consolidate students' understanding by providing opportunity to apply them and explore them in relation to case studies (learning outcomes 1a, 1b, 1c, 2a, 2b, 2c, 3a, 3b). A combination of written and video cases is used. Students are asked questions in relation to the cases and these answers form the basis for plenary discussion in class. Plenary discussion provides a mechanism for students to share contrasting perspectives on organisational change. Such discussions also enable students to compare experiences with others who work for different organizations (learning outcomes 2a, 3a, 3b). Directed study will encourage students to extend the understanding of research and theory in the area of managing change as well as its application to and implications for

practical change management problems and challenges (learning outcomes 1a, 1b, 1c, 2a, 2b). The feedback that students receive in tutorials is designed to enable them to evaluate their performance on the course. Summative assessment is by means of a single, 2000 word assignment. Students are asked to consider their own organizational experience of change (learning outcomes 1a, 1b, 1c), and critically evaluate these experiences.

Mode of Assessment

Type	Method	Description	Length	Weighting	Final Assess'
Summative	Coursework	Coursework - Individual assignment	-2000 words	100%	Yes

Legacy Code (if applicable)

MAN4002M

Reading List

To view Reading List, please go to [rebus:list](#).