University of St Andrews

BUSINESS SCHOOL, DEPT OF MANAGEMENT   **2024-25**

MN4214 – MANAGEMENT OF CHANGE

MODULE TYPE/SEMESTER: **Senior** Honours/**Option** (20 Credits)/Semester 2

PRE-REQUISITE(S):   MN2001 and MN2002

MODULE CO-ORDINATOR: Dr Daniel Semper   ds323@st-andrews.ac.uk

AIM:

The aim of this course is to provide a critical appreciation of the theory and practice of managing change in order to develop practical and realistic knowledge and skills appropriate to facilitating and leading change in organisational contexts.

Organisations are complex and dynamic social entities in which change is ever present. Much of the time individuals and groups within and across organisations seek to manage change through the selection of practices that they hope will produce particular results. However, the job of managing change is complicated and good intentions can easily go awry. By gaining a deeper understanding of the complexity of organisational contexts, the dynamics of change, and some of the practical actions that can be helpful in facilitating and leading change, students will develop a deeper understanding of the constraints and possibilities of managing change.

METHOD OF TEACHING & LEARNING:

A two-hour interactive lecture/discussion session each week.
There will be four tutorials starting in Week 3. Detailed instructions and the required prior reading for each tutorial will be posted on Moodle/MMS.

LEARNING OUTCOMES:

By the end of the module, students should be able to:

- Display firm knowledge of the main theoretical perspectives on organisational change and their implications for managing change
- Understand key approaches, models and tools for analysing, planning, communicating and enacting change
- Explain the differential success (and failure) of specific change initiatives
- Understand the roles of managers and change agents in managing change
- Critically summarise theoretical approaches and debates
- Critically review and synthesise the results of empirical studies
- Demonstrate the confidence to question and challenge common assumptions and viewpoints
- Apply various change management frameworks, models and tools appropriately in order to facilitate the diagnosis, communication and enactment of change

INDICATIVE TOPIC OUTLINE:

Lecture Topics per week (*):

Week 1:   Introduction and perspectives on change
Week 2:   Frameworks for managing change
Week 3:   Diagnosing the change challenge 1
Week 4:   Diagnosing the change challenge 2
Week 5:   Enacting change - changing structures
Week 6:   Enacting change – changing processes
Week 7:   Additional coursework support
Week 8:   Enacting change - changing people
Week 9:   Enacting change – changing cultures
Week 10:   Leading change and change agency
Week 11:   Explaining change

(*) This is an indicative and therefore provisional list.

ASSESSMENT:

- A Report (40% of module mark). The coursework assignment is a live organizational case study in which students apply and reflect on some of the material covered in the course. Detailed instructions can be found on Moodle.
- An assessed individual essay (60% of module mark).

CORE READING LIST:

We have identified a range of recommended text-books on managing change, all of which are available as e-books from the Library:

- Burnes, B. *Managing Chang*e, 7th ed. Harlow: Pearson Education
- Carnall, C. and By, T *Managing Change in Organizations*, 6th ed. Harlow: Pearson Education
- Flamholtz, E. and Randle, Y. Leading strategic change : bridging theory and practice
- Hayes, C. Transition leadership: navigating the complexities of organisational change
- Henderson, R. et al. (eds.) Leading sustainable change : an organizational perspective
- Kotter J P *Leading Change*, Boston: Harvard Business School Press
- Kotter JP *A Sense of Urgency*, Boston: Harvard Business Press
- Maccoby, M. Strategic intelligence : conceptual tools for leading change
- Tsoukas, H., and Chia, R. (2002). On organizational becoming: Rethinking organizational change. *Organization science*, *13*(5), 567-582.

Students are encouraged to search the following journals for further material:
- Journal of Change Management
- Journal of Management Studies
- Journal of Organizational Change Management
- Leadership and Organization Development Journal
- Organization Science
- Organization Studies

A week-by-week reading list for the module will be posted on moodle. There is also a link to the online reading list for this module on moodle. That list will provide direct links to the items listed.

Organisation of courses may be subject to change without notice.