

## Liverpool John Moores University

Title: Innovation and Change Management  
Status: Definitive  
Code: **7501DBSMRK** (118777)  
Version Start Date: 01-08-2011

Owning School/Faculty: Liverpool Business School  
Teaching School/Faculty: Dublin Business School

Team	Leader
Alistair Beere	Y

**Academic Level:** FHEQ7  
**Credit Value:** 15.00  
**Total Delivered Hours:** 36.00  
**Total Learning Hours:** 150  
**Private Study:** 114

### Delivery Options

Course typically offered: Semester 1

Component	Contact Hours
Lecture	24.000
Tutorial	12.000

**Grading Basis:** 40 %

### Assessment Details

Category	Short Description	Description	Weighting (%)	Exam Duration
Essay	AS1	Group Essay	50.0	
Report	AS2	Individual Report	50.0	

### Aims

1. To provide the context for change in a business environment
2. To interpret the impact of organisational change, whether planned or unplanned
3. To provide a critical appraisal of individual reaction to change
4. To analyse the role of innovation and creativity within organisations and consider the challenges of maintaining innovative approaches to organisational development
5. To provide a system of analysis that can be used by business people in their future careers

## Learning Outcomes

After completing the module the student should be able to:

- 1 Evaluate the strategic issues involved in introducing major changes within an organisation
- 2 Appraise the role of creativity and innovation in developing the organisation
- 3 Diagnose and critically evaluate the impact of organisational change on
- 4 Analyse the role of culture in the organisational context
- 5 Appraise the challenges in introducing innovative and creative solutions and the role of diversity in innovation and change

## Learning Outcomes of Assessments

The assessment item list is assessed via the learning outcomes listed:

Essay	1	2	3	4	5
Report	1	4	5		

## Outline Syllabus

### *Introduction to Innovation and Change Management*

- *Introduction to module*
- *Strategic Change in Organisations and overview*
- *The role of Innovation in Organisational Strategy*
- 2. *The Development of the Organisation*
  - *Organisational structure*
  - *Organisational Life Cycle*
  - *Implications for the strategy of the organisation*
- 3. *Organisational Behaviour*
  - *Introduction into Organisational Behaviour*
  - *Context for Change*
- 4. *Culture and Politics in the Organisational Context*
  - *The concept of culture*
  - *Organisational culture*
  - *Culture and organisational performance*
  - *Changing the culture*
  - *Organisational politics*
  - *Power in organisations*
- 5. *Organisational Change*
  - *Planned and unplanned change*
  - *The change process*
  - *Introducing change*

- *The Challenges involved*
- *The role of Communication in organisational change*

#### 6. *Change and the Individual*

- *Reactions to change*
- *Stress Management*
- *Coping with uncertainty*
- *Emotion at work*
- *Resilience*

#### 7. *Downsizing*

- *Methods of downsizing*
- *Alternatives to redundancy*
- *Employee involvement*
- *Communication*

#### 8. *An international perspective*

- *Organisations connecting across international borders*
- *From R&D to C&D*
- *Networks and Engagement*
- *Contemporary developments and criticisms*

### **Learning Activities**

Student learning will be assessed by way of group essay and an individual project report.

### **References**

<b>Course Material</b>	Book
<b>Author</b>	Burnes
<b>Publishing Year</b>	2009
<b>Title</b>	Managing Change
<b>Subtitle</b>	
<b>Edition</b>	5
<b>Publisher</b>	Prentice Hall
<b>ISBN</b>	

<b>Course Material</b>	Book
<b>Author</b>	Rollinson
<b>Publishing Year</b>	2008
<b>Title</b>	Organisational Behaviour and Analysis
<b>Subtitle</b>	
<b>Edition</b>	4

<b>Publisher</b>	Pearson Education Ltd
<b>ISBN</b>	

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### **Notes**

Classes will take place in lecture format with built-in group and pair-work to aid discussion and debate.